HÖGSKOLAN
I SKÖVDE

Guidelines for Salary Setting at the University of Skövde[1]

These guidelines were adopted by the Vice-Chancellor on 4 April 2023 and took effect on the same date.

Dnr HS 2023/266

[1] This is a translation of the Swedish version (Riktlinjer för lönesättning, Dnr HS 2023/266). In the event of any discrepancy, the Swedish version of this document has preferential interpretation.

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1 Introduction

A well-functioning pay-setting model enables the University of Skövde (the University) to attract, recruit, develop and retain people with the expertise required to achieve the organisation's objectives, both in the short and long term.

The organisational objectives to be achieved are set out in the Development Plan. It is important that every employee is familiar with the University-wide objectives in the University's Development Plan, that these are translated into objectives for the University's different areas of operation and into individual objectives for each employee. This is achieved through dialogue between managers and employees, for example at office or School meetings, annual salary-setting dialogues and performance and development reviews.

Salary setting is based on the overarching principles for pay setting in the Swedish central government sector, as set out in the central framework agreements RALS/RALS-T. These agreements state that salaries are to be individual and differentiated. Salary thereby becomes one of the tools for motivating employees to achieve good results and for encouraging commitment and development, benefiting both the employee and the organisation.

Salary setting must be based on objective grounds, such as responsibility, the complexity of duties, and results and proficiency in relation to the organisation's objectives. Other factors that may affect salary include structural initiatives and the labour-market situation. Salary setting must never be discriminatory and must be independent of the form and extent of employment.

Every employee must know the grounds on which their salary is determined and what they can do to influence it. The grounds for salary setting must be clear, and it is the manager's responsibility to communicate them to the employee. Managers responsible for salary setting must be thoroughly familiar with the University's pay-setting process so that it is reflected in salary decisions. The Director of Human Resources has overall responsibility for the University's pay-setting process.

The University's salary policy is based on the following principles:

- salaries must be individual and differentiated
- salary setting must be based on objective grounds and be independent of the form and extent of employment
- every employee must know the grounds on which their salary has been determined and what they can do to influence it
- managers responsible for salary setting must be thoroughly familiar with the University's pay-setting process and take responsibility for explaining it to employees so that it is reflected in salary decisions.

2 Forms of pay

Basic salary: determined when an agreement is reached on a new appointment and during a salary review. During an agreement period, the basic salary is changed only where circumstances described under "Salary review between regular salary-review rounds" below apply.

Hourly pay: paid to employees engaged on an hour-by-hour basis at an agreed hourly rate. Hourly pay is governed by a local collective agreement and negotiated in connection with the regular salary-review round.

Salary supplement: normally payable only for fixed-term managerial and leadership assignments and governed by the Conditions for Fixed-term Managerial and Leadership Assignments. Salary supplements in other cases should be avoided. Taking on new duties and greater responsibility are examples of matters considered during the regular salary review. In exceptional cases, a salary supplement may be granted to an individual employee. The decision is made by the Director of Human Resources following a proposal from the responsible manager. The Director of Human Resources may decide on salary supplements for Doctoral Students in accordance with the local collective agreement on the salary scale for Doctoral Students.

3 Occasions when salary is determined

3.1 New appointments

For a new appointment, salary must be based on factors such as responsibility and the complexity of the duties, as well as the individual's education and experience. Structural initiatives and the labour-market situation may also affect the salary offered.

On appointment, the employer and employee agree on the salary applicable to the employment. As a rule, the University applies probationary employment, and the salary is not adjusted when the employment is converted into permanent employment. Certain specific employee groups are exempt from individual salary setting because of the nature of their work.

3.2 Salary review

A salary review normally takes place once per calendar year, at which point a new salary is determined. The model used is a salary-setting dialogue. The new salary is decided in a dialogue between the manager and the employee. Employees who are trade union members and do not agree on a new salary may request a four-party dialogue. If disagreement remains after the four-party dialogue, the employer decides the new salary. For employees who are not trade union members, the employer decides the new salary in the event of disagreement.

Where new employment begins within four months of the salary-review date, the salary is normally determined at the salary level for the following year, and the employee does not take part in the salary review. The employment contract must state the year's salary level on which the salary is based.

The salary review assesses the employee's results and proficiency since the previous salary review, normally covering the preceding year. Since the previous salary dialogue, a performance and development review must have been held in which the manager and employee jointly set individual objectives for the employee based on the organisation's objectives. These objectives are followed up and assessed in the salary dialogue. This creates an annual cycle in which the performance and development review looks ahead, and results are evaluated in the salary dialogue. It also creates a clear link between the organisation's objectives and the employee's individual objectives and results.

During a salary review, it is important to focus on the new salary rather than on the size of the increase. A salary increase should be regarded as a measure of how much or how little the salary needs to be adjusted so that the new salary reflects the overall assessment of the employee's work. The increase alone is not a measure of the value of the work performed.

The size of the salary increase may also depend, for example, on structural initiatives relating to an individual or group, or may result from an equal-pay survey in which unjustified pay differences based on sex have been identified and remedied. If an employee's salary remains unchanged or the increase is small, the manager must clearly explain why and the manager and employee must jointly draw up a plan. The plan must be followed up regularly through dialogue between the manager and employee, including during performance and development reviews.

The salary criteria below apply to all University employees, with exceptions including Doctoral Students and hourly paid employees, for whom separate collective agreements apply.

3.2.1 Salary criteria

Performance and achievement of objectives

The employee achieves the individual objectives set in the performance and development review and other agreed objectives and performs well in their day-to-day work. Work is completed to a high standard within agreed time frames and according to agreements. The employee can adapt their work to varying working conditions and workloads. The employee is familiar with the organisation's objectives, including those defined in the University's Development Plan, operational plans and action plans, and contributes to achieving them.

Cooperation

The employee contributes to a good working environment and a positive climate of cooperation and maintains networks both internally and externally. The employee participates actively in workplace meetings, contributes to the professional development of the work group and takes responsibility for both their own work and the group's work.

Development

The employee is able to adapt to new circumstances, contributes to change initiatives and is knowledgeable in their own field of work. The employee takes responsibility for their own development and learning and shares relevant knowledge with others.

Each School and Support Services office may adapt the salary criteria to its specific needs for the current review period. Any adaptation must, however, take the form of clarification or prioritisation within the three established criteria: performance and achievement of objectives, cooperation, and development. New salary criteria may be adopted only at university-wide level, following the customary negotiation under the Swedish Employment (Co-determination in the Workplace) Act (MBL).

4 Unchanged salary

4.1 Conversion to permanent employment

When an employee who previously held fixed-term employment is appointed on a permanent basis, the previous salary is retained. The employee takes part in the salary review on the same grounds as other permanently employed staff.

4.2 Redeployment

If an employee is redeployed within the University because of redundancy, illness or injury, the employee is entitled to retain the salary held in the previous position. If the salary is high in relation to the requirements and results associated with the new position, this must be considered in future salary reviews.

5 Salary review between regular salary-review rounds

5.1 Return to work after leave of absence

Employees on parental leave or long-term sick leave should normally be included in the regular salary review, and there should therefore be no reason for a separate review when they return to work. The assessment in the salary review must be based on the performance the employee would have been expected to achieve had they been at work.

If an employee has been on leave of absence for a longer period, viewed over several years, for a reason other than those stated above, and it has been agreed with the Director of Human Resources that the employee will not take part in the regular salary review, a salary review may be required when the employee returns to work. The Director of Human Resources then decides the new salary following a proposal from the responsible manager.

5.2 Change of duties – different level of responsibility and complexity

A salary review may be required if the duties change to a substantially different level of responsibility and complexity. If the review shows that the salary for the previous duties is not consistent with the salary level for the new duties, an adjustment may be made between regular salary-review rounds. Salary changes following a review between regular rounds are applied with the utmost restraint. Decisions are made by the Director of Human Resources following a proposal from the responsible manager and after the relevant trade union representative has been informed.

5.3 Change of position through recruitment

If an employee changes position for another reason, for example by applying for and, following a competitive process, being offered another post, the salary must be determined in the light of the complexity and responsibility of the duties in the new position and the individual's education and experience. Structural initiatives and the labour-market situation may also affect salary, as may expected performance.

5.4 Retaining key expertise

In exceptional cases, the employer may offer a higher salary to an employee with key expertise who would otherwise be at risk of leaving their employment at the University. The risk must be evident, specific and demonstrably established, for example through an offer of employment from another employer. This measure must be applied very restrictively and only where the loss of the employee would cause significant difficulties for the organisation and its development. The Director of Human Resources then decides the new salary following a proposal from the responsible manager.

5.5 Salary increase following formal enhancement of academic qualifications

As a rule, academic staff receive a salary increase when they attain the qualification of Docent, a licentiate degree, a doctoral degree, or teaching qualifications as an Accredited University Teacher or Distinguished University Teacher. An individual assessment must always be made, taking account of various factors, including the employee's current salary. The Director of Human Resources decides following a proposal from the relevant manager. When a new salary is approved, it applies from the month following the decision on promotion or qualification.

5.5.1 Promotion to Professor

A salary review is carried out. The salary must be assessed in relation to the salaries of other Professors, the expected level of individual performance and the salary level within the subject area at the University.

5.5.2 Promotion to Associate Professor

A salary review is carried out. The salary must be assessed in relation to the salaries of other Associate Professors, the expected level of individual performance and the salary level within the subject area at the University.

5.5.3 Promotion to Senior Lecturer

A salary review is carried out. The salary must be assessed in relation to the salaries of other Senior Lecturers, the expected level of individual performance and the salary level within the subject area at the University.

5.5.4 Attainment of Docent qualification

This is a personal academic qualification. As the University, in its capacity as employer, has an interest in Senior Lecturers attaining the qualification of Docent, a salary increase of SEK 2,000 is to be awarded. This also applies if the appointment as an unpaid Docent is made at another higher education institution.

5.5.5 Licentiate degree

This applies to Lecturers who, through professional development within the scope of their employment, enhance their academic qualifications. Doctoral Students follow the salary scale for Doctoral Students. A licentiate degree is a personal academic qualification. As the University, in its capacity as employer, has an interest in Lecturers enhancing their academic qualifications, a salary increase of SEK 1,000 is to be awarded.

5.5.6 Teaching qualifications – Distinguished University Teacher

As the University, in its capacity as employer, has a strong interest in employees enhancing their teaching qualifications, a salary increase of SEK 1,000 is to be awarded. For employees who are Distinguished University Teachers, or hold an equivalent qualification, when they join the University, this must be taken into account when salary is determined at the start of employment.

5.5.7 Teaching qualifications – Accredited University Teacher

As the University, in its capacity as employer, has a strong interest in employees enhancing their teaching qualifications, a salary increase of SEK 1,000 is to be awarded.

6 Effective date

This document took effect on 4 April 2023 and supersedes the Guidelines for Salary Setting at the University of Skövde, registration no. HS 2018/834, and Salary Criteria – in Preparation for Salary Review, HS 2014/454.