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## **Pay policy programme for Lund University**

*approved by the University Board on 7 April 2000*

The basic aim of the pay policy is to help the University in achieving its targets.

Motivated, committed and knowledgeable employees are a necessary prerequisite for high quality in the University's activities. Lund University shall therefore be a workplace where people are content and are provided with opportunities to develop their potential, as well as one which stimulates the employees' interest in personal development and the assumption of personal responsibilities.

An individual pay rate is one of the most important instruments of staff policy in stimulating employees to perform well – both qualitatively and quantitatively. However, pay is one of several methods for stimulating good work at Lund University. Interesting tasks, professional development and the opportunity to develop at work, individual working hours, a good work environment and management, as well as responsibility and autonomy at work are examples of other factors in staff policy that are of great value to individuals.

Lund University's freedom to conduct salary negotiations and set salaries has increased due to the decentralisation of recent years. Salaries may, to a greater extent than previously, be determined locally to suit the University's operational requirements and circumstances. Despite this, there are inevitably socioeconomic considerations that limit these local freedoms. Both the level of inflation and the Government's assessment that it is inappropriate for

state institutions to offer competitive salaries are decisive factors in central and local negotiations about the scope for pay increases.

The salary-setting assessment criteria for each individual employee promote targeted, transparent and clear salary-setting for the University's staff.

### Pay policy targets

- The salary-setting is to be individual and differentiated, as well as independent of gender and ethnicity.
- Salaries are to be set in such a way that employees are stimulated to perform well and take responsibility. The salary levels are also to enable the University to recruit and retain the necessary staff to maintain a high standard and run operations in an effective manner.
- Salary-setting is to be results-based, which means that it is influenced by the employee's performance and its significance to the University.
- Salary-setting is also to be based on the individual, making it worthwhile for employees to improve their performance and develop in their work.
- Market sensitivity in various areas is to be taken into consideration.
- The pay policy is to be known and established within the University.

### General factors that influence pay

- The level of difficulty and responsibility of the position.
- The individual's skill level.
- The individual's impact on the operative result.
- Market sensitivity.

## Specific salary-setting factors for teaching staff

- The degree of research or artistic expertise or other professional expertise of significance to the subject or work duties involved in the position:
  - Current research activity.
  - The ability to develop, lead and perform high quality research.
  - Nationally and internationally published work and assignments.
  - The ability to supervise doctoral students so that they achieve their PhDs, or to guide students on artistic courses to artistic maturity.
  - Assignments as an expert or external reviewer.
  - Participation in multidisciplinary activities.
  - The ability to establish and develop subject expertise through contact with current research.
  - Participation in national and international research partnerships.
  - Visiting research and teaching assignments at other higher education institutions in Sweden and abroad.
  - Membership in national and international research bodies.
  
- The level of teaching expertise with reference to:
  - The ability to implement, develop and lead high quality education.
  - The ability to convey enthusiasm and interest in the subject.
  - The ability to activate the students' own learning processes.
  - The ability to see the overall picture and to aid renewal through different forms of teaching and assessment.
  - Development of teaching material.

- Academic leadership skills and other personal abilities that are significant to the successful performance of work duties:
  - Staff and operations management.
  - Organisation and management of research projects and research teams.
  - Management duties or assignments in bodies within higher education.
  - Active participation in quality-enhancement work.
  - Participation in department-wide development work.
  
- The ability to cooperate with wider society and to provide information about research and development work.
- The ability to attract external research funding or contract education contracts to the organisation.

### Other salary-setting factors for technical and administrative staff

- Professional expertise.
  - Broad and current knowledge within the employee's field of work.
  - Specialist knowledge within the employee's field of work.
- Assumption of responsibility, e.g. for operational results and personal development.
  - Involvement in difficult and complex work duties.
  - Professional development within the employee's field of work.
- Leadership skills and personal abilities that are significant to the successful performance of work duties.
  - Staff and operations management.
  - Management duties or assignments in bodies within higher education.

- Development of quality enhancement work such as IT applications, internationalisation work and efforts to promote gender equality.
- Participation in department-wide development work.
- Capacity for initiative and innovation.
- Ability to cooperate.

## Responsibility for pay policy

The vice-chancellor is responsible for the execution of the pay policy and for an overall assessment of salary levels. The university director, faculty deans and the heads of the University Library and LDC (Lunds datacentral) are responsible for ensuring that the pay negotiations are carried out in accordance with the current pay policy.

Managers at all levels are responsible for the implementation of the pay policy and the intentions of the strategic plan and other policy documents, and for making employees aware of them.

## How are salaries set?

The salaries proposed by the heads of department and managers of other units are to be based on the current pay policy adopted by the University, and on a dialogue between the individual employee and the head of department.

## Staff appraisals

Planned, recurrent appraisals between the head of department and each employee are necessary to gain the employee's support for the pay policy. Staff appraisals are needed to clarify and discuss:

The department's activities and objectives and the employee's role in these.

- The employee's current and future work duties.
- The employee's need for support and development at work.
- The employee's opportunities for professional development.
- The work situation and relations at the workplace.

These appraisals provide the head of department with information necessary for assessing the employee's performance and work situation. Meanwhile, the employee has a given opportunity to present and discuss issues relevant to their situation.

The staff appraisal should be followed up by a salary-setting appraisal before the annual salary review. The salary sends an important signal to the individual about how their efforts are assessed by the employer. It is therefore a very important and delicate task for a head of department to make well-founded and objective evaluations of the employee's performance and ability to achieve results. The head of department also has to explain the results of the salary review to his/her employees. This is crucial in order to clarify the connection between performance and salary development. Both good and less satisfactory salary developments must be explainable.

The head of a large department may commission subordinate managers, directors or similar, in consultation with the head of department, to submit suggestions and conduct staff appraisals and salary negotiations.

## Salary-setting occasions

### **Salary review**

The parties' joint assessment, as it is expressed in central framework agreements, is the basis of local salary reviews. A salary review is carried out through negotiations between the University as the employer and the employees' trade unions. The vice-chancellor establishes guidelines for the salary review in consultation with the faculty deans and the university director. Each head of department submits proposals for salary adjustments in accordance with the University's adopted pay policy, after conducting staff appraisals and salary negotiations as well as observing the scope for pay increases and other guidelines.

Negotiations are carried out by Human Resources and faculty offices in consultation with the relevant head of department. Negotiations are coordinated by Human Resources under the management of the

university director. The person in charge of the salary negotiations is responsible for complying with the intentions of the University's adopted pay policy, which covers all employees, both those who are members of trades unions and those who are not.

### **New employment**

In cases of new employment, the salary-setting assessment criteria of the present pay policy shall be applied. The University shall be able to offer competitive salaries. However, the University is not to pay more than what is necessary to recruit the required expertise.

In cases of new employment, the salary is determined by the head of department or faculty following a consultation with the person to be employed. The salary for professors is determined by the vice-chancellor following a proposal from the dean and a consultation with the person to be employed.

Employee organisations are to be informed about the set salary and may request negotiations within ten working days.

### **Change of workplace or duties**

When an employee changes from one employment to another, the same principle applies as in the case of new employment. When changing work duties, the employee's salary is to be determined based on their new duties, and if the duties have changed significantly or if the change entails duties of a more difficult and complex nature, a new post is to be offered. If the change in duties is part of a natural progression it may motivate a certain pay increase.

### **Pay increases on special occasions**

Pay increases between salary reviews may only take place in case of the following:

- When an employee receives a teaching award, after a decision from the vice-chancellor.
- When a teaching staff member is appointed to associate professor.
- When an employee obtains a PhD.

- When a doctoral student achieves 90 credits or a licentiate degree, and 120 credits.
- After special permission when there are particular circumstances, e.g. to keep an employee who is considering leaving the University.