



# Salary policy for Umeå University

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## 1 Foundations of salary policy

Umeå University shall have a cohesive, joint salary policy for all the university's employees – we are a *single* employer. The salary policy is part of Umeå University's human resources policy and its purpose is to help the university reach its goals and to run the organisation efficiently. Motivated, dedicated and knowledgeable employees are a pre-requisite for maintaining a high level of quality in the university's operations.

Individual salary setting is one of the most important policy instruments for motivating employees to achieve good results. The salary is one of several incentives for good work at the university. Meaningful duties, skills development and other job-related development schemes, a good work environment and management, and a sense of responsibility and independence at work are other personnel policy factors that enhance performance.

This salary policy shall be made familiar to and supported by managers and employees. Salaries at Umeå University shall be objectively based and geared to the university's needs and prerequisites. The salary setting policy shall help ensure that differences in pay are attributable to differences in difficulty level, competence, performance and achieved results only.

The university is a public authority which means there may be government directives and other socioeconomic considerations that restrict the university's room for manoeuvre.

Internal competition motivated by salary considerations is not permitted.

## 2 Salary policy goals

- Salary setting policy is a means to motivate employee dedication, results, initiative-taking and professional development.
- Salary setting is geared to market salary conditions and allows the university to recruit and retain the personnel it needs to run efficiently and with a high level of quality.
- Salary setting policy promotes equal opportunities and diversity.
- Salary setting is perceived as fair and helps create a good work environment.

## 3 Departure points

Salaries shall be individually-based and differentiated. Salaries are determined according to two individual factors that are subsequently also weighed in combination.

- The difficulty levels, demands and responsibilities of the position
- Individual competence and achieved results

The university shall offer competitive salaries. Continuous analysis and a preparedness to adjust salary structure to market conditions are necessary to allow the university to adapt to changes in the labour market.

## **3.1 Individual salary setting**

Individual salary setting is implemented for:

- new employees
- salary review (government employment contracts, RALS and RALS-T).

Salary setting procedure can also be reviewed if the duties in a position change significantly or if there are other material reasons for doing so.

### ***3.1.1 Individual salary setting for new employees***

The salaries of new employees shall be determined on the basis of:

- the university's salary structure
- difficulty levels, demands and responsibilities of the position
- the new employee's experience. Experience is an indicator of future performance expectations.

Market factors are also weighed in when setting new employees' salaries.

### ***3.1.2 Salary setting linked to a change in duties***

Employees are expected to develop in their work and are, if necessary, required to take on new duties, a process normally incorporated in the pre-salary review appraisal. The employer may approve a salary increase for an employee if the duties in her/her job description change significantly or if other material reasons exist.

#### ***3.1.2.1 Salary supplements***

Umeå University has a restrictive policy towards salary supplements. The salary shall be geared to all duties included in the position. Salary supplements may only be approved for temporary positions under special circumstances including temporary managerial positions or temporary assignments with a very high difficulty level.

Salary supplements are approved by the dean, university director or head of human resources. Decisions regarding salary supplements for maximum of two months can be delegated.

## **3.2 Difficulty levels, demands and responsibilities of the position**

The university's salary structure is based on the difficulty levels, demands and responsibilities of the position in question. The difficulty levels, demands and responsibilities of the position are evaluated and appraised so that salaries can be determined on objective grounds. Individual performance is not evaluated at this stage. The following factors are included in the appraisal:

- **Training:** training and powers required for the performance of duties.
- **Experience:** knowledge and skills in addition to theoretical knowledge that the job requires and which in certain cases are a necessary complement to theoretical knowledge.
- **Social skills and collaboration:** ability to collaborate and achieve results together with others, both inside and outside the university.
- **Communication:** ability to convey, inform and communicate knowledge.
- **Problem-solving:** the degree of creativity and analytical ability required to define and solve tasks and problems.
- **Multi-dimensional:** diversity and scope of the duties in the position.
- **Responsibility:** management and leadership of unit/department and personnel.
- **Physical work environment:** strenuous work environment including noise, dirt, bacteria, heat and cold.
- **Exertion:** physical and mental exertion, solitary work.

### 3.3 Individual competence and results

One of the distinguishing features of individual salary setting is that the employee's competence and results feature prominently in the salary setting process. As competence is a complex concept, the appraisal is based on a combination of salary criteria weighted in relation to the employee's duties. The regularly occurring salary review process is based on these salary criteria.

#### 3.3.1 Salary criteria for individual salary setting ahead of salary review

Umeå University's salary criteria are based on the operational goals presented in the documents, *Umeå University 2020: Visions and Objectives* and *Management and Leadership Policy*. These salary criteria are used for the appraisal of the employees' performance and results.

These salary criteria shall be implemented at department or unit level and be adjusted to the personnel category concerned. Clear instructions for implementing the salary criteria can be found in Annex 1, Implementation of salary criteria.

Introductory headings and paragraphs formatted in italics are extracts from *Umeå University 2020: Visions and Objectives* while extracts relating to managerial criteria are taken from *Management and Leadership Policy*.

##### 3.3.1.1 Salary criteria for all employees

These salary criteria apply to employees and managers alike.

**Salary criteria for goal: *Education for boundless knowledge***

*Umeå University offers a research-based range of study programmes at all levels.*

*Internationalisation, excellent teaching expertise and collaboration with the wider community allow us to offer students high-quality education and personal development.*

The employee shall:
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- Maintain disciplinary proficiency and follow research on the subject.
- Plan, teach, examine and evaluate academic work with a high level of quality.
- Pursue high-quality pedagogical development work.
- Contribute to the teaching staff's development.
- Take part in and share his/her their experiences of domestic and international exchanges.
- Drive collaboration projects with the wider community.
- Stimulate the students' interest in research.

**Salary criteria for the goal: *Research that breaks down boundaries***

*Research at Umeå University is innovative and has had an international impact in several fields. It is vital for future social development and attracts researchers from all over the world. Graduate programmes give us tomorrow's successful researchers and creative social planners.*

The employee shall:

- Conduct high-quality research.
- Have the ability to obtain external funding in competition.
- Be frequently published and cited in scientific journals.
- Contribute his/her research conclusions to current debates.
- Drive the research team's development.
- Be successful in his/her supervisory role.
- Help to create attractive graduate study programmes.
- Show an ability to collaborate successfully with other researchers.

**Salary criteria for the goal: *The exemplary, efficient university***

*Umeå University is built and developed by its employees and students. A good work environment, equal opportunities, diversity and equal treatment are integral concepts. Effective, high-quality internal support and highly skilled managers and leaders provide a solid basis for future success.*

The employee shall:

- Actively work towards the development of their unit/department.
- Actively help to create a good, stimulating work environment.
- Take the initiative; work on a solution-oriented and flexible basis.
- Achieve results and perform their duties according to schedule.
- Take responsibility for their own skills development.
- Fulfil their undertakings with a high level of quality and prioritise according to their unit's/department's needs.
- Voice their own opinions and treat others in a constructive and respectful manner.
- Develop valuable contacts for the university, within the organisation and in the wider community.
- Follow decisions and act in accordance with Umeå University's goals.
- Promote equal treatment, diversity and equal opportunities.

### 3.3.1.2 Salary criteria for managers with personnel and operational responsibilities

The salary criteria for managers with personnel and operational responsibilities are based on the university's Management and Leadership Policy.

**Salary criteria for goal: *Implementing and solidifying the university's visions and objectives*, endeavour to ensure that your department's or unit's goals are reached and followed up. This will require you to make the necessary prioritisations and continuously work with quality enhancement.**

- Convert operational goals into clear-cut strategies and plans of action.
- Work to create a creative and professional environment that promotes continuous improvement.
- Make necessary prioritisations for increased efficiency.
- Follow up the operations and give feedback to employees and management.

**Salary criteria for goal: *Driving change projects, seeing new perspectives and exploring new possibilities*. This requires you to highlight existing needs and current events and have the ability to place the operations in a larger context.**

- Work to strengthen public confidence in the university's operations.
- Take part in renewal and development projects inside and outside the university.
- Work to ensure that the wider community can benefit from your work.
- Challenge and encourage employees to appraise and explore new possibilities.

**Salary criteria for goal: *Stimulating collaborative practices, a good work environment and job satisfaction and ensuring that the employees' goals harmonise with the organisation's goals*. You should create the conditions for effective communication and strive to create environments which stimulate employee participation and ability to influence.**

- Create the conditions for and encourage the development of a work climate that allows employees to channel their dedication and commitment.
- Voice their opinions and treat others in a constructive and respectful manner.
- Clearly define the employees' roles, duties and responsibilities.
- Make clearly defined and reasonable demands on the employees' performance.

**Salary criteria for the goal: *Managing and ensuring that your department/unit complies with applicable law, regulations and agreements*. The role of leadership includes systematising and developing administrative routines that facilitate implementation and help make the unit's processes more efficient. You should adhere loyally to made decisions, and execute and implement the decisions in the unit/department.**

- Follow made decisions and act in accordance with Umeå University's goals.
- Make decisions which benefit the unit/department as a whole.
- Structure and systematise the unit/department in order to achieve efficient, smooth-functioning work processes.
- Be clear and consistent in the employer's role.

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| - Hold employee appraisal and salary review meetings. |
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### 3.4 Market factors

The university shall offer competitive employment terms. The salary is an important component for enabling the university to recruit and keep people and groups whose services are subject to competition.

Whenever a market analysis is performed or if there is a risk that key competences will leave the university, the following factors are taken into consideration:

- The labour market sector that we need to take into account. When making a comparison, other employment terms are also weighed in.
- Assessment of whether the risk of “brain drain” is real and if there is an actual offer of employment.
- Assessment of the recruitment situation. What are the possibilities for recruiting the expertise needed?

## 4 Salary determination – a process

One of the prerequisites of individual salary setting is the regular meeting between manager and employee in the form of employee appraisal meetings, salary review meetings and post-salary review meetings. None of these meetings should be seen as an opportunity for salary negotiation.

### 4.1 Employee appraisal meeting

Each year, to coincide with the operational planning process, an employee appraisal meeting should be held by the manager/person delegated by manager with the employee. The employee appraisal meeting should be forward-looking and contribute to the development of the department/unit, employee and workplace.

Duties and skills development are followed up and planned in the long-term.

More information about employee appraisal meetings can be found in Umeå University’s skills development policy.

### 4.2 Pre-salary review meeting

Managers and the employee shall hold a salary review meeting in preparation for each salary review. At the meeting, feedback about performance, results and development linked to the workplace’s salary criteria and operational objectives shall be given. At the meeting, it is important that both manager and employee give their own views on performance issues, results and possible areas for improvement.



After the meeting, the employee shall be made aware about how he/she can affect his/her future salary on the basis of these salary criteria and objectives.

### **4.3 Post-salary review meeting**

After each salary review is completed, each employee shall be informed about their new salary and given the opportunity to discuss the outcome.

At the meeting, the manager shall give the employee open and constructive feedback about the grounds on which their salary was set and concrete ways in which their salary can be increased even further.

### **4.4 Review of criteria**

After a salary review has been completed, there may be a need to review and, if necessary, revise the department's/unit's salary criteria ahead of the next salary review.

## **Implementation of salary criteria**

The salary criteria for Umeå University are listed in the salary policy.

These salary criteria are the basis on which the employees' performance and results are appraised. They are founded on *Umeå University 2020: Visions and Objectives* and *Management and Leadership Policy*.

As a first step, the manager goes through *all* the salary criteria in the salary policy. He or she selects the salary criteria which are relevant to the personnel category concerned. The next step is to break down the salary criteria to fit the department's or unit's operational plan and objectives. Depending on the unit/department's goals, some salary criteria may be assigned greater or lesser importance for a certain period.

To make the appraisal process clearer, the requirements for each salary criterion can be defined according to three levels:

1. The individual has failed to meet the requirements
2. The individual has met the requirements
3. The individual has met the requirements exceptionally well

The salary criteria components and their relative weighting are communicated to each department or unit at workplace meetings, for example. It is a good idea to involve the employees in this process to help them better understand these salary criteria and how the individual can influence his/her salary, e.g. what are the implications of these salary criteria for our department/unit?

How this work is conducted varies depending on the department and unit.

The human resources specialist at the faculty or administrative office can provide working support.



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