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Appendix to: Decision salary policy

Salary policy

The salary policy and its supporting documents (e.g., salary criteria) assist managers and employees with the work to transform the university's goals into tangible actions. The salary policy is one element of SLU's continuous work to strengthen the university's position as an attractive employer.

Well-functioning work with salary formation is a way of motivating employees, recognising work efforts, developing the organisation and contributing to a positive work environment.

Salary-setting needs to help SLU attract, recruit and retain employees with the right skills set necessary for contributing to the organisation meeting its short and long-term targets. For the university to attain its vision, strategies and meet its mission statement, it needs inspired and skilled employees. Individual and differential salaries are an important motivational tool for encouraging employees to achieve good results and stimulate participation and development.

Managers of all levels with salary-setting authority must follow the salary policy and ensure it is reflected in the salary-setting. Managers must also explain the salary policy to their staff.

Determining salary

The central salary agreement for government employees (RALS) sets the framework for determining salary and outlines the principles that apply at SLU. Salaries are to be determined based on the needs of the organisation, targets, results, economic conditions and skills provision needs. Just as with salary-setting

procedures, salary determination must contribute to SLU meeting its organisational goals, and that the organisation is run efficiently and rationally.

SLU's mission statement and strategy outline the comprehensive targets to be met by the university. It is important that all employees are aware of – and are involved in – a dialogue focusing on the way that they can contribute to the organisation meeting its targets and strategies. The university-wide goals as well as those of the department/equivalent are to be taken into account when determining salary.

Work with salary-setting

Salaries must be objective, individual and differentiated. They must also help SLU attract, recruit and retain skilled employees. Individual salary-setting is an important way of stimulating employee performance.

The university's assessment when setting salaries is to be guided by the complexity of the duties, responsibility and other associated requirements, as well as the employee's results and skills in relation to the organisational goals. Salary can also be influenced by market sensitivity and strategic considerations. The law prohibits unjust salary differences linked to the grounds of discrimination.

Individual salaries are set after:

- new employment
- salary review

Changes to salaries between review periods can take place:

- when new skills are acquired
- following promotion
- if the employer¹ believes it is necessary

Salary-setting for new employees

Salaries for new employees are set based on the new employee's skills and problem-solving ability in relation to the complexity of the duties, and the responsibilities, authority and independence associated with their role. Market sensitivity may also affect the salary.

Salary review criteria

Individual salary-setting conducted in conjunction with the salary review is based on an assessment of the employee's results and skills related to their work duties. The university's salary criteria can be used to assess the employee's results and skills. The criteria are based on SLU's goals and strategies.

¹ In consultation with the director of human resources.

SLU's salary criteria support managers and staff in salary discussions. They help managers perform an objective assessment of employee performance and skills prior to the salary review. The salary criteria will provide all employees with information about the basics of salary-setting and help them understand what they need to do to influence their future salary.

Dialogue: manager – employee

Individual salary-setting requires a dialogue between managers and their staff. Each year, all employees must participate in at least one staff development review and salary appraisal/salary-setting appraisal with their line manager. During the staff development review, the manager will establish targets with their staff, and discuss what will happen going forward. Salary appraisals/salary-setting appraisals include an evaluation of the work conducted and efforts made during the review period. The manager will describe their employee's work efforts and results using the salary criteria and organisation's goals as support. During the meeting, the employee is expected to provide their opinion about their work efforts and performance over the year.