

Salary review 2021

Different review models depending on whether the employee belongs to a staff organisation or not

In connection with the salary review, all managers must have a salary-setting dialogue or salary dialogue with every employee. Salary-setting dialogues are held with members of Saco (the Swedish Confederation of Professional Associations) and those who are not members of any trade union. Salary dialogues are held with members of OFR (ST) – the Public Employees' Negotiation Council (the Union of Civil Servants) or Seko (the Union for Service and Communication Employees).

Salary-setting dialogue

For the salary-setting dialogue, the manager and the employee meet for two dialogues. The first dialogue covers performance, assessment and the current salary. The second dialogue is a follow-up where the manager presents their proposal for a new salary. If the manager and the employee agree, they both confirm the new salary by signing the form *Överenskommelse om ny lön* (*Agreement on new salary*). If the employee wants some time to reflect on the proposal, they can hand in the form within the time agreed with their manager. In some cases, a third dialogue may be needed to agree on a new salary.

Saco members have the option of declaring themselves not in agreement with the proposal. The question will then be referred to negotiation between Saco-S at SLU and the Division of Human Resources. During the negotiation, it will be determined whether the assessment has been properly carried out and no formal mistakes have been made. If an employee does not wish to take part in the salary-setting dialogue, the head of department or equivalent will determine the new salary.

Employees who are not members of trade unions cannot negotiate their salaries – the employer alone decides the new salary for non-members.

Traditional negotiations

Traditional negotiations involve a salary appraisal between manager and employee; only performance and the current salary level are discussed. The new salary will then be decided in traditional negotiations between the employer (line manager supported by the Division of HR) and OFR(ST) and Seko respectively.

When the negotiations have been concluded, the line manager is responsible for informing their staff of the result, i.e. the new salary.

Dialogue content and necessary preparations

The topics of both the salary-setting dialogue and the salary dialogue are the employee's work performance, the objectives they have met and the current salary level. The purpose of the dialogue is for the employee to understand on what grounds their salary is set and what they can do to affect their salary development. A satisfactory dialogue requires that both employee and manager prepare by thinking about how the employee has performed in relation to the objectives during the past year. The document *Performance review criteria* can be used as support during preparation and the actual dialogue.

The performance criteria are intended as a basis for discussion. The criteria can be weighted differently depending on the employee's tasks and the operation's objectives. For example, the ability to collaborate may be crucial for some activities whereas the ability to initiate and assess is more important for others. If a department or division decides to weight the criteria differently, the employees should be informed of this as early as possible during the review process. All employees must be aware of what their performance will be weighted against during the next salary review.

What characterises a good dialogue?

A good dialogue, regardless of whether it is a salary-setting dialogue or a salary dialogue, is characterised by the following:

- A mutual dialogue where both parties get to speak.
- The employee is given the opportunity to provide feedback on the manager's assessment.
- The manager clearly motivates the proposed salary and employee performance assessment.
- Clear information from the manager regarding what the employee needs to improve or develop to affect their salary development positively.

This document has been drafted by the Division of Human Resources together with SLU's staff organisations (Saco-S, Seko and OFR/ST). It is intended as support material for managers and employees before and during the salary-setting dialogue or salary dialogue.