

Salary-setting dialogues (Saco, OFR/ST and non-union members)

In connection with the salary review, managers must have a salary-setting dialogue or salary dialogue with all of their employees. Salary-setting dialogues must be held with members of Saco and non-union members, as well as OFR/ST members who choose this option.

The salary-setting dialogue is a model that focuses on a dialogue between manager and employee to determine the new salary. The dialogue is a way of ensuring that the link between the employee's performance and their salary is clearer. A successful dialogue should strengthen the link between results, performance and salary thus contributing to positive organisational development.

The manager and their employee meet twice. During the first meeting, they discuss the employee's tasks, development, performance, results in relation to the targets set and the current salary. This gives the manager the chance to share their opinions on the employee's performance, what they are satisfied with and what needs improving. At the same time, the employee is able to discuss the manager's evaluation, salary proposal and what they can do to influence their salary development.

In the second meeting, the manager will present their proposed new salary and the salary discussions are concluded. The manager and employee sign an agreement on the new salary that comes into immediate effect. The employee can be given a few days to consider the new salary.

If the salary-setting dialogue does not result in an agreement, the matter will be handed over to the Division of Human Resources for a final negotiation between Saco and OFR/ST at SLU. The manager setting the salary will also participate in this negotiation. The final negotiation focus on the content of the meetings between the employee and manager. The aim is to determine whether the manager has put forward an objective argument, that the employee has been able to give their perspective on the manager's assessment, and that the employee is aware of what they need to do to influence their salary progression. The proposed salary level will also be examined to ensure that it is objective.

Employees who are not members of a trade union will participate in a salary-setting dialogue like Saco members. However, non-union members will not be able to challenge the proposed salary; in the event of a disagreement, the manager's offer is final.

The *Salary criteria at SLU* document can be used as support during preparation and the actual dialogue.

Together with staff organisations, SLU has created an information sheet about salary-setting dialogues and salary dialogues as well as performance evaluation criteria. See the fact box below.