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Saco-S is a confederation of 18 trade unions, with over 90 000 members

Akademikerförbundet SSR / AKAVIA Fysioterapeuterna
KyrkA KYRKANS AKADEMIKERFÖRBUND Na NATURVETARNA SVERIGES ARBETSTERAPEUTER
Sveriges Arkitekter Sveriges Farmaceuter PSYKOLOGFÖRBUNDET Sveriges Ingenjörer
Sveriges läkarförbund SVERIGES SKOLLEDARE /SULF/ VETERINÄRER FÖRBUNDET Tjänstetandläkarna

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What is Saco-S?

- A negotiating organization for state-employed academics
- Saco-S negotiates centrally with the Swedish Agency for Governmental Employers (Arbetsgivarverket)
- Signs basic collective agreements regarding employment conditions, pensions, parental leave, and additional compensation during illness, among other things
- As a member of a Saco union, you are covered by Saco-S' negotiation activities at both the central and local levels.
- Salary negotiations primarily take place at the local level through your local Saco-S association, with the support of the *contact union* (= the largest Saco-s union within the employer's organization, SULF).



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the RALS-T Salary Agreement

- Ongoing employment agreement
- No centrally specified wage margin
- Process-oriented agreement
- **Individual and differentiated salaries**

There is no individual guarantee or minimum levels in our agreement.

The agreement focuses on the salary setting process itself,

There must be clear salary criteria

based on the employee's competence and performance.

Market forces can also play a role.

The salary is a means of control for the employer in order to be able to recruit new employees, but also to motivate and retain present staff.



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Salary Setting

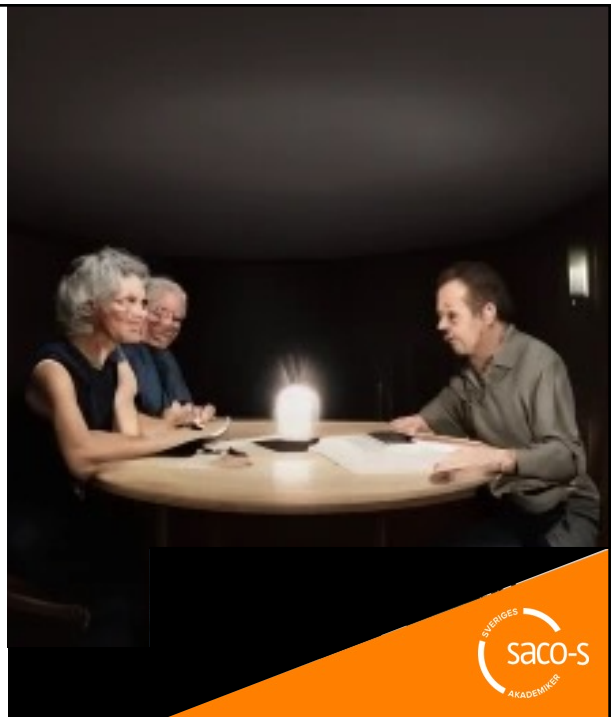
- According to RALS-T 2010
- applies to most employees, including both permanent and temporary staff.
- PhD Ladder
- applies to PhD students and assistants.
- is managed separately and negotiated between the employer and the unions at the university level.
- Hourly Wages
applies to teachers/researchers and TA-staff



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Intents of the agreement

- Create conditions for local wage formation.
- Enable long-term wage formation.
- Establish local wage formation tailored to local needs.
- Use wages as a tool for improving performance of the university.



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Salary principles according to the agreement

- An employee's salary should be determined based on objective grounds such as responsibility, the difficulty of tasks, and other requirements associated with the job, as well as the employee's skills and results in relation to the operational goals.
- Each employee should be informed about the grounds for setting salaries and what they can do to influence their salary. (5§ RALS 2010-T)



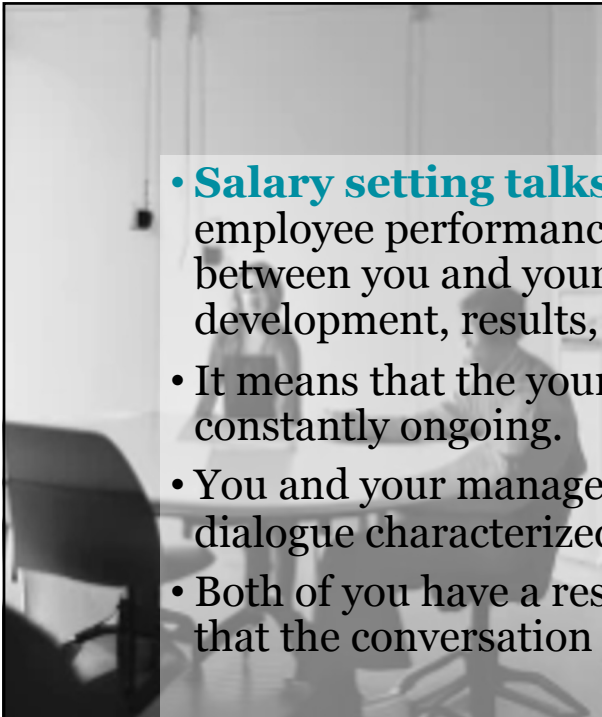
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...Salary Principles, cont

- Salary setting should *contribute* to achieving the goals of the university and ensure efficient and rational operations.
- Salary setting should be *linked* to the goals of the university.
- Effective and well-functioning operations depends on that the employer can recruit, motivate, develop, and retain employees with the necessary competence in the short and long term.
- Salary setting is an instrument to stimulate engagement and development at work.
(5§, RALS 2010-T)




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Salary Setting Talks

- **Salary setting talks** should be linked to the annual employee performance review and ongoing dialogue between you and your manager regarding your work, development, results, and performance.
- It means that the your salary development is constantly ongoing.
- You and your manager have the opportunity for a factual dialogue characterized by mutual openness and respect.
- Both of you have a responsibility to prepare so that the conversation is meaningful.





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How to prepare for your salary setting conversation

It is important to systematically assess your work effort.

Things to consider:

- What results have you achieved during the past year?
- Refer back to your performance review and ongoing dialogue with your manager.
- Have you been assigned more qualified tasks?

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...How to prepare for your salary setting conversation, cont

- Have you been given increased responsibility?
- Have you contributed to the development of the organization?
- Have you developed your skills for the benefit of the organization?
- Have you helped your colleagues achieve better results?



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The Process of Salary Setting Talks

The salary setting talks should be conducted in two sessions.

- During the first session, you discuss goal images and your responsibilities, tasks, and results based on the goals.
- In the second session, your salary-setting manager will propose your new salary based on the discussions in the first session.
- The proposal shall include objective and clear justifications, as well as concrete measures for improvement, if necessary.
- **The manager makes the assessment, and the employer sets the salary.**

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...The process regarding the salary-setting conversation cont.

- If you accept your new salary, the agreement becomes immediately valid
- If you don't reach an agreement, there is a local procedure on how to proceed. Contact your local Saco-S association.
- At Lnu, disagreement resolution takes place through collective bargaining, where representatives of Saco-S meet with the salary-setting manager and representatives of HR.

Prior to the collective bargaining, members who have disagreed on their new salary, discuss their arguments with Saco-S's negotiation organization.



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Process – Yearly Cycle for Saco-S

- The new salary from the 2024 salary review is retroactively effective from October 1, 2024.
- Salary-setting discussions should be held in two steps, where the new salary is explained in the second step. If no agreement is reached, a third discussion between the manager and the employee may take place.
- If the manager and the employee cannot agree on a new salary, the issue will be handled through a collective negotiation between the employer and the local union, with the manager participating.



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Salary Policy and Criteria at Lnu

- A new salary policy was introduced a few years ago, with a clearer structure than the previous one. It includes a general part and specific salary criteria for teachers/researchers, technical/administrative staff, and managers.
- The policy applies to all Lnu. Head of dept. can prioritize existing criteria if this is clearly communicated to the affected employees in advance.
- It is important to follow up on how the parties work and ensure adherence to the salary criteria.

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Salary Policy and Criteria at Lnu

There are three common salary criteria that apply to all employees at Linnaeus University:

- Demonstrated ability to achieve good results with high quality.
- Demonstrated ability to collaborate and contribute to a good working environment.
- Demonstrated ability to contribute to organizational development.

There are also specific criteria for teachers/researchers, technical/administrative staff, and managers."

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Members' Views on Salary Setting at Lnu

Surveys through Survey&Report since 2017 have a response rate of around 25-30%.

In 2023, 50% of Saco-S members had both a performance review and a salary discussion at two separate occasions. This is the highest recorded so far, compared to around 30% in 2019.

41% of Saco-S members had follow-up discussions where the new salary was explained, a slight decrease from the peak of 44% in 2022.

14% of Saco-S members had no salary discussion in 2023, compared to a low of 11% in 2022.

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Members' Views on Salary Setting at Lnu

The responses to several questions in Saco-S's surveys have remained fairly consistent over time. However, a few areas have shown notable changes, which are important for the legitimacy of the chosen salary-setting model.

- "The conversation was strongly linked to the current salary criteria":
There has been an increasing trend (but it decreased after 2022).
- "It was valuable to speak with my immediate manager":
The trend increased (but dropped after 2022).
- "The conversation resulted in a fair salary":
The trend was improving (but leveled out after 2022).
- "The new salary motivates me to perform well":
There was an increase (but it decreased after 2022).

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Union Feedback to Improve the Salary Setting Process

Structural challenges at Linnaeus University:

- Salary-setting is difficult in units where managers are responsible for too many employees, which hinders the quality of the salary-setting process.
- Some groups, like teachers and TA staff, have relatively low salaries, making it difficult to maintain skilled staff.
- Investigate reasons for low salary increases or no raises ("zero offers").
- Strengthen the link between salary setting and salary mapping through better analysis and comparisons within and between groups, such as by faculty or department, and include more variables like employment length.

The legitimacy of salary setting may also be weakened when the reasons given for new salary proposals are weak, or when there is a disconnect between the offered salary and the explanations provided.

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Additional Comments for Improvements in Salary Setting at Lnu

Conditions:

time, training, preparation for sick leave, and manager changes.
Better documentation of the different discussions.

Clear Communication:

"It felt like it didn't matter what I said. Everything was already decided."

" It's ridiculous to talk about fair salaries... a zero-sum game that the salary-setting manager cannot influence. "

" Make sure everyone knows the conditions. Unreasonable expectations are being created."

Be responsible

Some members report that salary-setting managers blame HR or the financial situation, even though managers are responsible for the budget and set aside funds for the salary review. The division of roles between the manager and HR is sometimes unclear.

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What does the union do locally?

- Your local Saco-S representatives and your union can coach you and provide some support as you prepare for your salary-setting conversation. There is also more help in the home pages of Saco-s att lnu, and your central union
- Your local union representatives also work on preparing and following up on the annual salary review.
- The focus is on ensuring the quality of the salary process and paving the way for productive salary-setting conversations.



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...What does the union do locally?

- Saco-S signs an agreement with the employer before each salary-setting process regarding its procedures.
- Saco-S examines the salary-setting process as a whole and analyzes areas that need improvement.
- Raises issues of interest to Saco-S members to both deans and the HR negotiation delegation prior to salary-setting processes
- Discussions with the employer to achieve a shared understanding of the salary structure at the institution, and on how the salary structure can support employees in working and developing in line with the demands of the organization.



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..What does the union do locally?

- Discussions with the employer on wage disparities between women and men.
- Discrimination Act Chp 3 sec 8 states that the employer shall annually assess:
 1. Wage disparities between women and men performing work that is considered equal or equivalent and
 2. Provisions and practices regarding salaries and other employment conditions



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..What does the union do locally?

- Saco-s signs a local agreement after the completed salary review, highlighting the areas of development agreed upon before, and new areas in need of improvement.
- **Conducts a survey among members after the salary review, which is then evaluated.**
- Saco-S union's website on SALARY can be accessed at:
<https://www.saco.se/en/trustee/local-union-work/local-unions/government-sector/saco-s-foreningen-vid-linneuniversitetet/salary/>



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