



Performance management dialogue – Saco-S  
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# What is Saco-S?

- Negotiation organization for academics at the governmental sector.
- At a central level Saco-S counterpart is The Swedish agency for Government Employers.
- Signs collective bargain agreements regarding terms like pension, vacation parental leave etc.
- 18 Saco-Unions with approximately 90.000 members
- As a member of a Saco-Union you are part of both local and central negotiations.
- The salary process is mostly a local process between local parties (with support from the contact-union).

# How does the University gets funding from the government?

- The Universitys Framework appropriations is being enumerated on a yearly basis in what is called PLO; it's an index for salary, rent and other costs.
- The purpose is to compensate, to some degree, for cost increase and to achive an a general efficincy on productivity.
- Around 60 % of the costs are personell related.
- During 2022 PLO was 1.09 % while many governmaental agencies had salary increases between 1.8-2.2 %



## Short on RALS-T

- Continuous agreement
- No central salary space
- Process agreement
- Individually and differentiated salary

# The intentions of the agreement

- Create local prerequisites for salary setting.
- Long term salary setting.
- Create local salary formation adapted to local needs.
- Use salary as a policy instrument for a better business.



# Salary principles according to the agreement

”En arbetstagares lön ska bestämmas utifrån sakliga grunder såsom ansvar, arbetsuppgifternas svårighetsgrad och övriga krav som är förenade med arbetsuppgifterna, samt arbetstagarens skicklighet och resultat i förhållande till verksamhetsmålen.”

”Varje medarbetare ska informeras om på vilka grunder lönen sätts och vad han eller hon kan göra för att påverka sin lön.”

”Därför ska lönen vara individuell och differentierad.”

(5§ RALS 2010-T )



# Salary principles according to the agreement

Free translation of the former text:

The salary of the employee shall be determined from factual grounds such as responsibility, the difficulty of the tasks and other demands connected to the tasks, as well as the employee's skillfulness and result in relation to the goals of the business.

Every employee shall be informed on which grounds the salary is determined and what he or she can do to have an impact on his or her salary.

Therefore shall the salary be individual and differentiated







## Löneprinciper forts...

”Lönebildning och lönesättning ska medverka till att målen för verksamheten uppnås och att verksamheten bedrivs effektivt och rationellt.”

”Lönebildningen och lönesättningen ska också vara kopplad till verksamhetens resultat”

”En avgörande förutsättning för en effektiv och väl fungerande verksamhet är att arbetsgivaren kan rekrytera, motivera, utveckla och behålla arbetstagare med sådan kompetens som behövs på kort och lång sikt.”

”Lönesättningen är ett instrument för att säkerställa detta och ska stimulera till engagemang och utveckling i arbetet.”

(5 § RALS 2010-T )



## Salary principals ...

Salary formation and salary setting shall contribute to the goals of the business is met and that the business is carried out with efficiency.

Salary formation and salary setting shall be connected to the business result.

A crucial prequestion for an effective and functional business is that the employer can recruit, motivate, develop and keep employee with such competence that is needed on short and long term.

Salary setting is an instrument to secure this and shall stimulate to engagement and development at work.



# Performance Management Dialogue

- The performance management dialogue shall be connected to the yearly performance review (performance appraisal) and the continuous dialogue through the year between you and your manager regarding your work, development, result and performance.
- This means the issue of your salary and salary development is a constant topic.
- Through the performance management dialogue your result and your performance gets a clear focus.
- You and your manager is given the opportunity to a factual dialogue in mutual openness and respect.
- You both have responsibility to prepare yourself so the dialogue is perceived as meaningful.

# Process of the performance management dialogue

## **The performance management dialogue should be at two occasions**

- At the first opportunity you shall discuss Your responsibility, your tasks, and your result based on your personal goals set in the performance review/performance appraisal. That's why it's important to document the performance review/performance appraisal.
- At the second occasion your manager will present a proposal of a new salary based on the first dialogue.
- Factual and clear motivations of your result by the manager.
- Factual measures for improvement if needed.
- **The manager does the assessment and the employer sets the salary!**

# Process of the performance management dialogue

- If you have consensus the agreement immediately becomes binding!
- If you don't have consensus there will be negotiations between the Union and the employer.



# How to prepare yourself

It's important to map your result. Below there are some questions you can ask yourself:

- What results have I achieved?
- Read through the appraisal review and think back on the continuous dialogue. What has my manager said?
- Have you had any more qualified work tasks during the year?

# How to prepare yourself

- Have you been handed a bigger responsibility?
- How have you been contributing to the development of the business?
- Have you been developing your competence in favor of the business?
- Have you helped your colleagues to a better result?



# What does the Union do?

- Your local Saco-S representatives and your membership union helps you with support in your preparations for your dialogue.
- Your local union representatives have a dialogue with the employer to give you and your manager a good environment to have the dialogue. They also follow up the revision.
- Focus is to secure quality and to build a local process every year.





# Tack!

- [saco.se/globalassets/lokala-akademikerforeningar/statlig/saco-s/bilder/toppbilder/saco---hur-forbereder-du-dig-infor-ditt-lonesattande-samtal.mp4](https://saco.se/globalassets/lokala-akademikerforeningar/statlig/saco-s/bilder/toppbilder/saco---hur-forbereder-du-dig-infor-ditt-lonesattande-samtal.mp4)
- [saco.se/globalassets/lokala-akademikerforeningar/statlig/saco-s/bilder/toppbilder/saco---processen-med-lonesattande-samtal.mp4](https://saco.se/globalassets/lokala-akademikerforeningar/statlig/saco-s/bilder/toppbilder/saco---processen-med-lonesattande-samtal.mp4)
- [Lönekriterier \(slu.se\)](https://slu.se) (salary criteria – in swedish)

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