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Document name: **Guidelines for salaries and criteria for salary progression at Luleå University of Technology**		

Introduction

We are a leading university of technology which works together with the world around us to build an attractive, sustainable society. Through our research and education, which are characterised by creativity, innovation, initiative and responsibility, we form the world we live in – with future generations in mind. We will achieve this through research results that produce change, through challenging education programmes and through individuals working together.

Salary policy

The University's salary policy is one of several tools that helps us achieve the objectives set for our activities and support our ability to recruit, develop and retain our employees. The salary policy should motivate good performance and a good work environment.
Salaries should be individually determined and differentiated. Salary differences must be based on facts and comply with the agreed salary policy. Unjustified differences in pay, based on gender, transgender expressions, ethnicity, cultural or religious affiliation, age or disability shall not exist.

Managers have a particular responsibility to communicate the salary policy so that it has an effect throughout the organization and to clarify the salary setting process for all employees. Every employee must know the basis on which his/her salary is set and how to influence the salary progression.

It is the managers' responsibility to prevent and react on unjustified salary differences, and to contribute to creating a comprehensive view regarding the salary setting process, for the entire university, not just within their own area of responsibility.

A well-functioning salary policy requires regular dialogue between manager and employee. A performance- and development review must be held between manager and employee in the form of appraisal dialogues at least once a year. In connection with annual salary reviews, a salary dialogue/salary setting dialogue is carried out. It is the manager's responsibility to organise and offer performance- and development reviews and salary dialogues/salary setting dialogues.

Definition of the concepts of salary setting and salary progression
Salary setting takes place when a person is recruited or, in some cases, when changing jobs or duties within the University. Salary setting should take place on the same grounds for permanent or temporary employment. In case of prolonged temporary employment, the salary level as set previously shall apply, and a check of the salary setting will be made at the time of the next salary review. At the time of salary setting, the salary shall be based on the job requirements, the employee's qualifications and the skills supply situation.
Salary development describes how the salary changes over time for a position. There must be a clear link between salary development and individual performance.

Salary setting between reviews
Change of salary between reviews should be used restrictively during ongoing employment. It is important to remember that an employee's right to a salary review means the right to consideration and discussion of the salary, not the right to a raise. The general rule is that a new salary by reason of changing duties or working conditions within the same position shall be set in the annual salary review.

Other adjustments of salary between reviews can only take place if a permanent employee is given substantially changed duties for a considerable time which involve wider responsibility, larger responsibility or increased difficulty.

When being considered for senior lecturer, assistant professor or professor, an employee has the right to a salary review. A change of salary applies from the month after the decision for the new position.

Salary setting on re-assignment within the university
When an employee is re-assigned to a different position within the university by reason of shortage of work, illness or occupational injury, the employee keeps the salary from the previous position. Re-assignment does not refer to a situation where the employee, in competition with external applicants, is given a new job or has two positions at the same time and returns to the position he/she was on leave from.

Salary setting for doctoral students
Salary setting for doctoral students follows the university´s salary scale for doctoral students. The scale is based on the results of the doctoral studies. In exceptional cases the university permits individual salary setting for doctoral students.

Salary development for employees on parental leave or long-term sick leave
Employees on parental leave or long-term sick leave must not be disfavoured regarding salaries or other conditions of employment.

Salary supplements
Salary supplements are used restrictively and mainly for assignments decided by the Vice-Chancellor.

Criteria for salary progression

The following salary criteria apply to all employees and all positions at the university. The purpose of the salary criteria is to clarify the grounds for salary setting. The aim of the criteria is to support managers and employees in salary talks/salary setting talks, as well as to provide a better understanding of the salary policy at the university. A shared comprehensive view reduces the risk of subjectivity and misunderstandings when salaries are decided.

Salary criteria assume that departments/professional services arrange an annual review and discussion of the criteria in the local collaboration group. One or more criteria specific to the department/professional services may be added, based on specific activities and development. Descriptions may also be modified and clarified. It is important to stress if any criterion is of particular importance for activities or development. After completed local collaboration, the management is responsible for the implementation of the salary criteria, for example informing the employees at workplace meetings.

Salary criteria

The salary criteria are divided into four parts. There are clarifying descriptions to each criterion.

Results and achievements

- implements and carries out duties in a responsible manner
- implements, prioritises and carries out duties in accordance with stated plans and goal.

Work and development

- takes initiative and actively develops own duties
- actively works with change and improvement

Commitment and flexibility

- implements new ideas
- develops skills in relation to variations in duties
- creates opportunities in activities undergoing change

Cooperation and communication

- clarity in personal leadership and employeeship,
- openness and cooperation in relation to others, in and outside the university,
- actively contributes to achieving a good culture at the workplace,
- treats other people in a respectful and positive way