



Salary review at KTH - three different kinds of models

For members of Saco-S unions as of September 30, 2026, the Salary-Setting Dialogue is applied and for members of OFR/S (ST at KTH) as of September 30, 2026, and members of SEKO as of September 30, 2026, the salary dialogue model is applied by using traditional negotiations.

The trade unions at KTH play an important advisory and supporting role for their members throughout the salary review process.

For non-union employees, the employer determines new salary levels after the salary dialogue.

Salary-Setting (Saco-S)

The model for Salary-Setting Dialogue at KTH involves a salary dialogue – Dialogue 1. During this dialogue, employees have the opportunity to explain their work and contributions. Managers will be able to clearly explain their assessments of individual performance in relation to current [salary criteria](#). Subsequently an additional dialogue – Dialogue 2 (the salary-setting dialogue) is held. The purpose of this dialogue is to agree on a new salary level. Managers communicating and clarifying their reasons for salary determination form a prerequisite for salary levels to function as a policy instrument and for employees to be given the opportunity to develop and thus influence future salary levels. In combination with development dialogues, salary-setting dialogues provide improved clarity of communications and leadership.

What characterises a good salary-setting dialogue?

Some success factors are important if managers and employees are to feel that the salary-setting dialogue has worked well. Managers must:

- have justified employees' salary levels.
- have given space for employees to process any disappointments.

If the new salary level is to apply, the manager and employee must sign a written agreement stating this. The manager who conducts the salary-setting dialogue must, consequently, also have the mandate to sign this agreement.

What if the manager and employee cannot agree on new salary level?

If the manager and the employee cannot agree on a new salary level in their salary-setting dialogue, the matter is referred to traditional negotiations between the employer and Saco-S. The employee notifies Saco-S KTH (saco-loner@kth.se) and the manager informs the HR Manager at the school. The labour market parties will then review the factors set out above under the headings Salary dialogue/What characterises a good salary-setting dialogue?

Process in cases of disagreement

The manager provides the copy of the “Non-agreement on new salary”.

The member sends his/her copy to Saco-S at KTH together with a short and perspicuous explanation in an annex stating the reasons for disagreement. Eventual salary expectation should be linked to the salary level criteria. The salary-setting manager gives his/her copy of the form as well as an annex stating his/her motivation for the disagreement to the HR Manager at school. An initial assessment is made. If more clarification is necessary, you will be contacted by the party that represents you; salary-setting manager by HR Manager and Saco-S members by Saco-S at KTH.

During the negotiations, which takes place at school level, participants will be representatives of Saco-S, KTH Human Resources department and representatives from the relevant school or the University Administration, most often the head of school and the HR Manager at school. An overall discussion about the salary review process at school takes place and then each individual case is taken up and discussed. The content of the feedback to be given to the employee is formulated jointly.

When all the disagreements in all schools have been completed, Minutes will be registered to show completion of negotiations. These Minutes contain no information at the individual level. Upon completion of negotiations, the HR Manager at each school notifies the salary-setting manager that he/she can now provide feedback to the employee and what this feedback should contain. The feedback must take the form of a verbal briefing. Saco-S at KTH does not provide negotiations feedback to individual members.

PILOT TEST of Enhanced Dialogue in the 2026 Salary Review Process – Applies only to Architecture and the Built Environment (ABE school)

In accordance with the RALS 2010-T collective agreement between the Swedish Agency for Government Employers (Arbetsgivarverket) and Saco-S, local parties have the option to apply an enhanced dialogue model between manager and employee in cases where they are unable to agree on a new salary during the salary-setting dialogue (Meeting 2).

Saco-S and employer representatives have jointly decided to pilot this model during the 2026 salary review process at Architecture and the Built Environment (ABE) to evaluate the model.

Enhanced Dialogue (applicable only to members of Saco-S) is used in cases where a manager and an employee have not reached agreement during the salary-setting dialogue. The manager and employee meet once more, now in an enhanced dialogue together with a representative from Saco-S at KTH and an HR representative. **The primary objective of the enhanced dialogue is to establish a shared understanding of the salary process** and, where necessary, help the manager and the employee engage in a more constructive dialogue as well as clarify any outstanding questions from the first two meetings.

If disagreement regarding the new salary remains after the enhanced dialogue has been conducted, the new salary will be considered determined in accordance with the employer's proposal.

Practical procedures for enhanced dialogue

If a manager and employee are unable to agree on a new salary during the salary-setting dialogue, this will result in an additional meeting - an enhanced dialogue. The manager provides the form "Non-agreement on new salary." The employee informs Saco-S at KTH (saco-loner@kth.se), and the manager informs HR at ABE. The employee sends their copy of the form to Saco-S together with a brief and clear explanation of the reason for the disagreement. Any salary claims should be linked to the salary level criteria. The manager submits their copy of the non-agreement form, along with an attachment containing their explanation of the disagreement, to HR at ABE.

The enhanced dialogue between the manager, employee, the ABE school's HR representative and a representative from Saco-S will take place as soon as possible, but not before the 16th of November in accordance with the preliminary schedule for the salary review. The enhanced dialogue meeting is led by the manager and the employee. Its purpose is to resolve a deadlocked disagreement and establish a shared understanding of the salary review process. The role of the Saco-S representative and the HR representative is, where necessary, to help the manager and employee engage in a more constructive dialogue. The meeting should ensure that the salary-setting dialogue has followed the model agreed upon by the parties and reflects the characteristics of a well-functioning salary-setting process.

Traditional negotiations (OFR/S and SEKO)

This model begins with a salary dialogue. During the dialogue, employees have the opportunity to explain their work and contributions. Managers will be able to clearly explain their assessments of individual performance in relation to current [salary criteria](#).

After the salary dialogue, the salary level is negotiated between the employer and the trade union.

Feedback dialogues-dialogues between managers and employees

Successful salary setting requires that the immediate manager, after the negotiations are completed between the employer KTH and OFR/S (ST at KTH) and SEKO respectively, is responsible for making sure the employees are informed of their new salary levels. Employees are informed through feedback dialogue where the result and reasons for their new salary are motivated.