



## **Different salary-setting models**

At KTH, there are two different salary-setting models. For members of Saco-S unions as of September 30, 2024 the Salary Review Dialogue is applied and for members of OFR/S (ST at KTH) as of September 30, 2024 and members of SEKO as of September 30, 2024, 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 Review Dialogue (Saco-S)**

The model for Salary Review 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 review 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 review dialogues provide improved clarity of communications and leadership.

### **What characterises a good salary review dialogue?**

Some success factors are important if managers and employees are to feel that the salary review 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 review 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 are not able to agree on a new salary level in their salary review dialogue, the matter is referred to traditional negotiations between the employer and Saco-S. The employee notifies Saco-S KTH ([saco-loner@kth.se](mailto:saco-loner@kth.se)) and the manager informs the HR Manager at the school (employees at the University Administration the HR Manager at the University Administration). The labour market parties will then review the factors set out above under the headings Salary dialogue/What characterises a good salary review 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.

### **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.