



Stockholms
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Head of Human Resources

Salary Criteria

for the assessment of performance and skills
preceding a salary review

Personalavdelningen

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Introduction

Salaries at Stockholm University should be individually determined, differentiated, and objective. During salary reviews, the salaries should be determined on the basis of the employees' performance and skill in relation to the requirements and responsibilities of the position, as well as the operational objectives.

Stockholm University's salary criteria specify what the University values when determining salary during salary reviews. The salary criteria are based on the general principles for salary determination described in the central collective pay agreements (RALS/RALS-T), as well as the University's pay policy. The salary criteria serve to assist managers and employees with the dialogue regarding salary and they provide a tool for managers to make an objective assessment of employees' performance and skills during a salary review.

Stockholm University has salary criteria for:

- Technical/administrative staff
- Teachers and researchers
- Managers with staff responsibility

Managers whose duties include determining salaries must be familiar with the University's pay policy and salary criteria. Managers are responsible for providing employees with information about what the University assesses and values when determining salaries. In order for individual salary determination to have the intended effect and not be perceived as arbitrary, it is very important that salary determining managers makes objective assessments. Gender neutrality in the application of the salary criteria is an important basis when setting salaries.

Salary criteria for technical/administrative staff

Performance and skills are assessed on the basis of:

- **A demonstrated ability to achieve good results of high quality.**

This refers to the ability to:

- work to accomplish set goals;
- prioritise and define the work based on set goals;
- structure and organise tasks;
- meet deadlines.

- **A demonstrated ability to cooperate.**

This refers to the ability to:

- contribute to a positive, open-minded atmosphere in the workplace;
- treat colleagues and managers in a respectful manner;
- share knowledge with colleagues;
- build and maintain relationships and networks.

- **A demonstrated ability to contribute to operational development.**

This refers to the ability to:

- help develop working methods;
- adapt to changed circumstances;
- develop one's own skills;
- contribute to departmental priorities;
- contribute to University-wide priorities.

Salary criteria for teachers (and researchers)

The salary criteria for teachers are also used to assess the performance and skills of researchers.

Teachers who are managers with staff responsibility should also be assessed on the basis of the salary criteria for managers.

Teaching proficiency is assessed on the basis of:

- **A demonstrated ability to conduct, develop, and lead teaching of high quality.**

This refers to the ability to:

- structure and organise subject knowledge in courses and one's own teaching;
- plan and conduct teaching;
- act as a supervisor.

- **A demonstrated ability to create commitment and interest in the subject.**

This refers to the ability to:

- motivate students to learn independently;
- communicate with students.

- **A demonstrated ability to engage in pedagogical development.**

This refers to the ability to:

- innovate and see the big picture;
- disseminate development work to colleagues;
- produce teaching materials.

Research proficiency is assessed on the basis of:

- **A demonstrated ability to conduct research of high quality.**

This refers to:

- the ability to achieve scientific results of high quality;
- the ability to organise and lead research projects and research teams;
- national and international publications;
- the ability to seek and obtain external research funding;
- research and teaching as a guest at other universities;
- assignments as an external reviewer, faculty examiner, or member of examining committees;
- assignments for external research organisations.

- **A demonstrated ability to convey information about research and to collaborate with the community.**

This refers to:

- publications in popular-science magazines;
- participation in public debates on issues related to education and research;
- participation in "popular education";
- efforts to develop contacts with the private, public, and cultural sectors.

The ability to contribute to operations is assessed on the basis of:

- **A demonstrated ability to cooperate.**

This refers to the ability to:

- contribute to a positive, open-minded atmosphere in the workplace;
- treat colleagues and managers in a respectful manner;
- share knowledge with colleagues;
- build and maintain relationships and networks.

- **A demonstrated ability to contribute to operational development.**

This refers to the ability to:

- help develop working methods;
- adapt to changed circumstances;
- develop one's own skills;
- contribute to departmental priorities;
- contribute to University-wide priorities.

Salary criteria for managers with staff responsibilities

There are two different lines of management at the University. One line is the academic management, and the other line is the management of University Administration and administration at the departments and centres. Accordingly, the salary criteria for managers may need to be adapted to the responsibilities that separate the two lines of management.

Managers with staff responsibilities who are teachers will also be assessed on the basis of the salary criteria for teachers.

The ability to lead, represent, and develop operations is assessed on the basis of:

- **A demonstrated ability to see the big picture.**

This refers to the ability to:

- manage operations in line with the University's vision and goals;
- develop efficient internal processes and methods while assuring their quality;
- implement policy documents and policies;
- ensure that decisions are characterised by legal certainty;
- ensure the operations' financial management;
- ensure a good and equal working environment.

- **Demonstrated strategic skills.**

This refers to the ability to:

- adopt a long-term operational perspective;
- focus on results;
- attract, develop, and retain expertise.

The ability to manage the staff is assessed on the basis of:

- **A demonstrated ability to be brave.**

This refers to the ability to:

- delegate tasks and the authority to carry them out;
- create transparency and clearly defined roles;
- make uncomfortable decisions when needed;
- give and take (uncomfortable) feedback;
- actively resolve conflicts in a respectful manner.

- **A demonstrated ability to create involvement.**

This refers to the ability to:

- respect, support, and acknowledge the staff;
- be responsive to other people's ideas and opinions;
- create conditions for cohesion among the staff;
- create beneficial conditions for staff development;
- create a positive, open-minded atmosphere in the workplace.