



1

Saco-S is a confederation of 18 trade unions, with over 90 000 members



Fysioterapeuterna



KyrkA
KYRKANS AKADEMIKERFÖRBUND



SRAT



SVERIGES
ARBETSTERAPEUTER

Sveriges
Arkitekter



Sveriges
Farmaceuter



PSYKOLOGFÖRBUNDET



Sveriges Ingenjörer



Sveriges
läkarförbund



SVERIGES
SKOLLEDARE

/SULF/



Tjänstetandläkarna

2

What is Saco-S?

- A negotiating organization for state-employed professionals all over Sweden (-S means “state”/governmental)
- Saco-S negotiates with the Swedish Agency for Governmental Employers (Arbetsgivarverket)
- Saco-S signs core collective agreements regarding employment conditions and compensations.
- As a member of a Saco-affiliated union, you are covered by Saco-S negotiations centrally and locally.
- Salary negotiations primarily take place at the local level through your local Saco-S association (Saco-S-föreningen vid Linnéuniversitetet), supported by the *contact union* (= the union with the largest membership at the workplace, and that is SULF).



3



Salary agreements

- **RALS-T 2010**
 - applies to most employees, including permanent and temporary staff.
- **PhD Salary Ladder**
 - applies to PhD students and assistants.
 - is managed separately and negotiated between the employer and the unions.
- **Hourly Wages**
 - applies to some teachers/researchers and technical-administrative staff



4

the RALS-T Salary Agreement

dates back to 2010, revised 2024.

RALS-T differs from previous agreements in that **salary revisions (salary increases)** are no longer conducted collectively, but through individual **salary setting conversations** (*lönesättande samtal*)

between the employee and the manager.

Saco-S considered individual members as better able to describe their own performance, than union representatives can.

The agreement regulates this process more than it regulates the actual salary levels.



5

the RALS-T Salary Agreement

- There are no individual guarantees or minimum levels in our agreement.
- Salaries are individual and differentiated.
- The agreement focuses on the salary setting process itself.
- There must be clear salary criteria based on the employee's competence and performance.
- Market conditions can also be relevant.
- Salary is an instrument for the employer to recruit, motivate, and retain staff.



6

Salary principles according to the agreement

Salaries must be based on objective factors, such as:

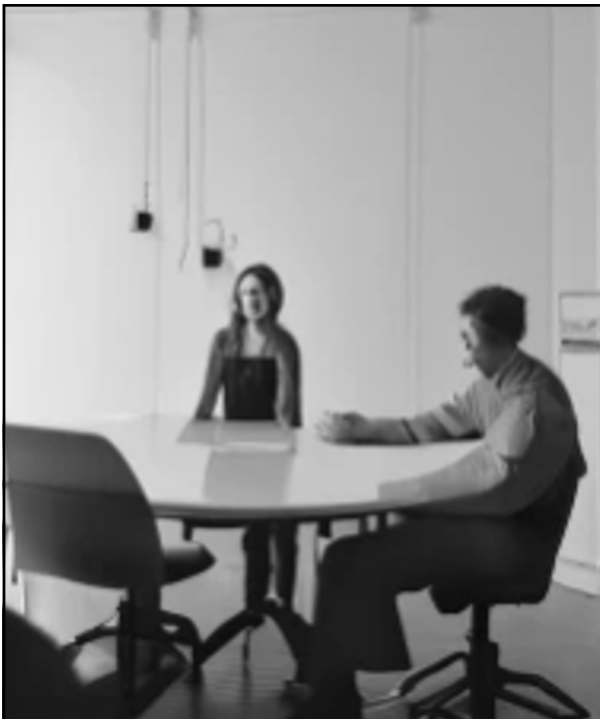
- Job responsibilities.
- Complexity and requirements of tasks.
- The employee's competence, results, and contribution to operational goals.
- Employees should be clearly **informed** of the grounds for salary decisions and how they can influence their salary (RALS 2010-T §5).



7

...Salary Principles, cont

- Salary setting should be linked to the goals of the university.
- Salary setting should contribute to achieving the goals of the university and ensure efficient and rational operations.



8

Salary Policy and Criteria at Lnu

- The Lnu salary policy includes a general part and specific salary criteria for teachers/researchers, technical/administrative staff, and managers.
- The three general salary criteria are:
Demonstrated ability to
 - achieve good results with high quality.
 - collaborate and contribute to a good working environment.
 - contribute to organizational development.
- Head of dept. can prioritize existing criteria if this is clearly communicated to the employees in advance.

9



Salary Setting Conversations

- Integrated with the development dialogue (*medarbetarsamtal*).
- Salary development is a continuous process.
- Conversations should be open, respectful, and well-prepared on both sides.
- At the end, by law, the employer sets the salary.



10

Salary Setting Conversations

In a development dialogue (*medarbetarsamtal*)

you look ahead and talk about development opportunities and career progression.

Prepare by reflecting on what you want to do in the future and how you can improve your contribution to the university.

Can you take on more complex tasks or additional responsibilities?

Feel free to suggest professional development or training that you believe you need in order to do an even better job.

Discuss how this can be followed up.



11

Salary Setting Conversations

In a salary-setting conversation (*lönesättande samtal*)

you look back and talk about what salary development can be expected, based on results, performance and salary criteria.

The salary-setting conversation should be linked to the annual development dialogue

Also bring up what was discussed in previous salary conversations and ask questions about how your work performance can influence your salary



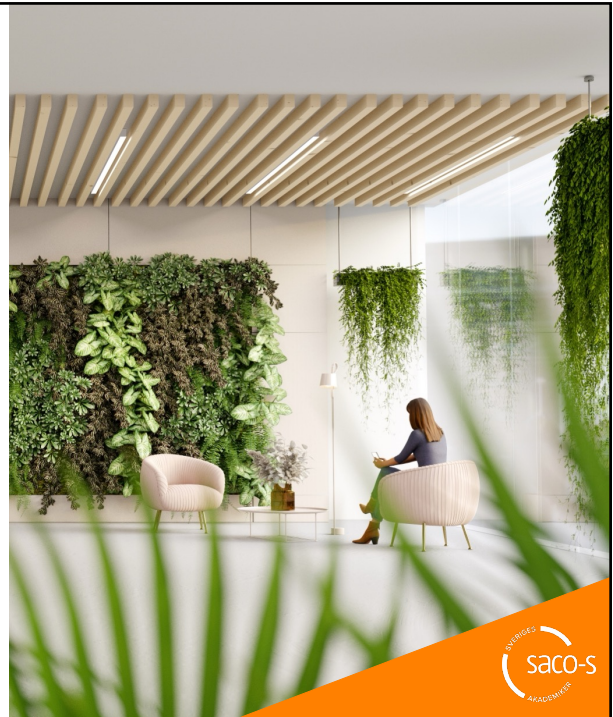
12

How to prepare for your salary setting conversation

It is important to systematically assess your work effort.

Things to consider:

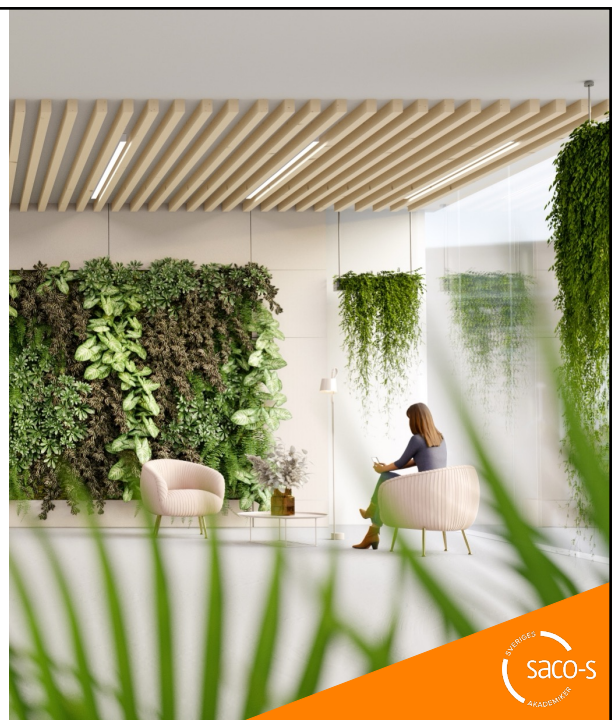
- What results have you achieved during the past year?
- Have you been assigned more qualified tasks?



13

...How to prepare, cont

- Have you been given increased responsibility?
- Have you contributed to the development of the university?
- Have you developed your skills for the benefit of the university?
- Have you helped your colleagues achieve better results?



14

The salary setting conversations should be conducted in two sessions.

- During the first session, you discuss salary criterias and your results.
- Then the manager reflects and decides
- In the second session, your manager will propose your new salary based on the conversations in the first session.
- The proposal shall include objective and clear justifications, as well as concrete measures for improvement, if necessary.



15

...The salary-setting process, cont.

- If you accept your new salary, the agreement becomes immediately valid. You do not need to respond immediately, but within up to one week.
- If you don't reach an agreement, there is a local procedure on how to proceed. Contact your local Saco-S association.
- At Lnu, disagreement resolution takes place through collective bargaining, where representatives of Saco-S meet with the salary-setting manager and representatives of HR.
Prior to the collective bargaining, members who have disagreed on their new salary, discuss their arguments with Saco-S's negotiation organization.



16

Process

Yearly cycle for salary setting (salary revisions)

- The new salary is usually set in October or November.
- The new salary from the 2025 salary review is retroactively effective from October 1, 2025.



17

Salary revisions

The term “salary setting conversations” is somewhat misleading, since the salary is set at the beginning of each employment.

Salary setting conversations relate to salary revisions, which are consistently modest.

If someone has a completely incorrect salary, that is handled through a separate process outside the scope of regular salary increases.

Salary revisions are sometimes accompanied by unrealistic expectations and disappointment.

Nevertheless, over the years, modest salary increases make an important difference to the salary



21

Saco-S Feedback on Challenges

Structural challenges at Linnaeus University:

- Manager workload – quality suffers when managers oversee too many employees.
- Some groups, like teachers and some TA staff, have relatively low salaries, making it difficult to maintain skilled staff.
- Unclear reasons for low salary increases or no raises.
- Weak connection of salary setting and salary mapping due to shallow analysis. Identified salary differences during the salary revision need to be related to the university's salary policy.
Trade unions should have better access to relevant data.
- The division of roles between the manager and HR is sometimes unclear.

22

...What does the union do locally?

- Saco-S collaborates with the employer before each salary review to agree on procedures.
- Reviews the overall salary-setting process and identify areas for improvement.
- Saco-S raises relevant member concerns with deans and HR before salary discussions.
- Engages in dialogue with the employer to build a shared understanding of the salary structure and how it can support staff development in line with university-goals.



23

...What does the union do locally?

- **Saco-S discusses gender pay gaps with the employer.**

According to the Discrimination Act (3chpt, 8§) employers must annually review:

- Pay differences between women and men doing equal or equivalent work, and
- Salary policies and practices.



24

...What does the union do locally?

- After the salary review, Saco-S signs a local agreement summarizing agreed improvements and highlighting new areas for development.

- **A member survey is conducted and evaluated to follow up on the process.**

- Saco-S at Lnu, website on salary:

www.saco.se/en/trustee/local-union-work/local-unions/government-sector/saco-s-foreningen-vid-linneuniversitetet/salary/



25

Please, feel free to comment
and to ask questions!



26

Thank you for listening!

eva.pohl@lnu.se

jan.andersson@lnu.se



27