

## Salary policy

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**Summary:** The salary policy forms the basis of the local pay structure at Mid Sweden University.

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# Salary policy at Mid Sweden University

## Basic principles for pay structures

The salary policy contributes to achieving the objectives of the organisation. The local pay structure exists in order to attract and retain the expertise needed in order to accomplish Mid Sweden University's commission in the short and long term.

Salary is an instrument of control for stimulating employees to reach the organisation's objectives. Mid Sweden University sets salaries objectively in a manner that is based on structural and individual factors. Position-related, individual and market-based criteria work together and regulate the way that salaries are set.

Individually-determined and differentiated salaries are set for employees, based on the salary criteria. The exception is doctoral students, who have a special structure for their salaries. In order to apply an individual and differentiated salary structure, knowledge is needed regarding the performance of employee, along with clear communication between manager and employee through, for example, salary discussions. Each employee should know what is required in order to influence their pay scale.

The salary criteria are divided according to the following areas:

- Position-related criteria describe how great a responsibility an employee has and the degree of difficulty involved in the work.
- Individual criteria describe an employee's performance, results and proficiency, as well as how he or she contributes to achieving the organisation's objectives.
- Market-related criteria refer to competition on the job market. Market-related criteria such as the value that the job market places on a certain skill and replaceability can justify differences in how salaries are set.

For new recruitments, an employee's salary should be set according to the pay structure that exists for the position and the prevailing market at the time.

Mid Sweden University must combat wage drift between salary reviews. This means that salaries can only be adjusted between reviews in exceptional cases. One such exception could be when a significant change is made regarding responsibility or difficulty in the work.

Mid Sweden University strives for gender equality with regards to salaries. This means that there must be no unjustified salary differences according to the grounds given in the Discrimination Act. The salaries of men and women, and any disparity between them, are investigated annually by means of a salary survey. If unjustified salary differences are identified, an action plan must be prepared.