



HÖGSKOLAN
DALARNA

Criteria for the Setting of Wages at Dalarna University

Decision: Vice-Chancellor 2005-04-13

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Replaces: Kriterier för lönesättning vid Högskolan Dalarna, DUC 2003/539/12,
2009-02-12

Related document: Wage Policy, DUC 2003/539/12, 2005-04-13

Updates: Human Resources Director

Criteria for the Setting of Wages at Dalarna University

Three factors have a bearing on the setting of wages for all members of staff: work-related factors, individual-related factors and market-related factors. In terms of each of these, there are different criteria for the setting of the wages.

This document is used in conjunction with: **Appendix 1, Wage Policy**

1. Work-Related Factors

Work-related factors refer to the extent of responsibility you have for work duties and the level of difficulty of these duties, as well as the formal competence that is required for different work positions.

1:1 Criteria

An evaluation of work duties based on the level of responsibility they require and their difficulty as well as requirements in terms of specialist knowledge and skills, and leadership responsibility/responsibility for staff members.

2. Individual-Related Factors

Individual-related factors are those that you yourself can influence. The competencies that are provided refer to all types of work duties that are included in your job description and agreements with your closest director/manager/head of department. Individual-related factors refer to the quality and the way in which you conduct your work: quality and developmental aspects, creativity, problem-solving, active involvement in ongoing work, collaboration and communication. It also refers to how you keep yourself updated in terms of development within the unit/department you belong to as well as in the university at large.

2:1 General Criteria for All Members of Staff

Responsibility – taking responsibility and being active in accordance with set goals, both for your own group and for the University at large: for example, work for the union, work on boards/councils, involvement in different forms of collaboration, project groups, etc.

Initiative – developing the organisation through your ideas and problem-solving, and following what is happening outside the University (in the community, society, the world) so as to change and develop the organisation.

Collaboration – you have proven your ability to collaborate and are receptive within the context you are active in. You also demonstrate an ability to work with others to develop the organisation.

You have an ability to achieve both **quantitative and qualitative results**.

Administrative Skills – you complete your administrative duties and you maintain a good structure.

Service-Minded – you are observant of the organisation at large, and you support other members of staff as well as students in a manner that supports the goals that have been set.

Leadership (if applicable) – lead different types of groups in a good way. This includes both an ability to organise work as well as an ability to delegate, build enthusiasm within and support those groups that you are part of. It also includes an ability to motivate others so that

the goals that have been set can be met.

2:2 Additional Criteria for Teachers

Academic/Scientific Competence – evaluation is conducted in accordance with the criteria within the academic/scientific community: for example, completed degrees, development and leadership in terms of research, national and international publications, grants received and assignments in the academic/scientific community, such as role of expert, role of external reviewer, position on grading committee, and so forth.

Teaching Skills – deliver, develop and lead education that is of high quality; demonstrate dedication and interest in the subject; activate students' independent learning; and demonstrate an ability to see the whole picture and to be innovative by way of different forms of teaching and evaluation. This refers to both supervision of doctoral students and undergraduate education. The completion of the *högskolepedagogisk* course will be given consideration.

2:3 Additional Criteria for Administrative/Technology Members of Staff

Professional Skills – ability to assist others using your broad and current knowledge and skills and/or specialist skills within your professional field.

2:4 Additional Criteria for Managers/Department Heads

Represent the University – have a comprehensive view and understanding of the University as an organisation.

Capacity to Lead and to Manage – organise, lead and distribute work, as well as develop good work conditions in the department for which you are responsible. This includes the ability to plan for the organisation and to follow up results in such a way that your colleagues feel that they have your support and that encourages your colleagues to produce good work results. As well, value is placed on your ability to make decisions and change decisions that were wrong, as well as your ability to contribute to the development of the organisation.

Ability to Delegate – your ability to delegate work tasks/duties/assignments to your colleagues.

3. Market-Related Factors

This refers to the opportunity to recruit and retain colleagues taking into consideration the competitive situation that faces the University with regards to other potential places of employment, both within the university system and at other places of employment. Competition may be in terms of a specific professional group or an individual colleague. In the assessment of competition from employers that are not part of the university system, the collective value of all benefits and opportunities that exist at the University, such as prospects for development in terms of yourself, the influence you can have on your work duties, the development of your work in collaboration with others as well as other contractual benefits.

3:1 Criteria

Market-related factors are valued based on the competition that relates to the extent to which a whole professional group or an individual with specialist skills is subject to external market competition.

Documentation for the Setting of Wages

→To be used together with the document: **Criteria for the Setting of Wages at Dalarna University**

Date.....

Colleague's Name.....

Dept/Unit.....

Position.....

Name of Head/Manager/Director.....

	Use this column for notes
Responsibility	
Initiative	
Proven ability to work with others (collaboration)	
Results: Quantitative Qualitative	
Administrative skills	
Service-Minded	
Leadership skills (if relevant)	
+TEACHERS	
Academic/scientific skills	

Teaching skills	
+ TA-STAFF	
Professional skills	
+ MANAGERS/ DEPT. HEADS	
Employer representative	
Leadership skills	
Ability to delegate	

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Specific motivation p 3.1.....

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