



MALMÖ HÖGSKOLA

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Salary criteria at Malmö University

1. Introduction

Malmö University runs a knowledge-intensive organisation in which the expertise and commitment of employees are key to success as a higher education institution. The university is to combine high academic quality with multi- and interdisciplinary approaches, offer research-based education and conduct research triggered by societal challenges, often in close collaboration with various societal agents in the public sector, the ideas-based sector and business and industry.

For all employees at Malmö University, salaries are to be set according to the university's salary criteria. The obligations that derive from the employment contract do not constitute salary criteria. You can find more information on the implications of employment at Malmö University by consulting the website under "Your employment".

The salary criteria are to support work methods that contribute to high quality in the organisation. The criteria apply to all employees, but can vary in significance for different activities and staff categories. These criteria should therefore be weighted by the relevant manager in a dialogue with employees. The criteria should thus always be evaluated in relation to the desired outcome in the organisation. Their relative weight is based on the assignment and goals of the individual as agreed in the staff appraisal. The salary-setting manager is responsible for conducting a dialogue with employees to relate the salary criteria to actual duties in the specific workplace in relation to their various professional roles and assignments.

For researchers, teaching staff and managers, a number of additional salary criteria apply.

2. Salary criteria for all employees

- *Results achieved in the organisation*

The employee's work performance and contribution to the organisation, linked to the organisation's results and goals. This also entails an assessment of the quality of the work carried out.

- *Knowledge and skills development*

How employees use their professional skills and develop relevant knowledge and expertise in relation to their own role, remaining up to date in the relevant professional field.

- *Holistic approach and understanding of the role*

How employees develop their knowledge of being part of a larger context. Understanding of their own role in relation to the organisation, the field of knowledge, the university and society.

- *External work*
How employees monitor events in the surrounding world and, on the basis of their assignment, seek external contacts and build networks both nationally and internationally.
- *Communication*
How well the dialogue with the employees' surroundings, both internal and external, functions. How well employees manage to generate interest and understanding for the activities of Malmö University in various groups.
- *Initiative and creativity*
How employees contribute to processes aimed at improving the organisation by highlighting issues and pursuing them, pointing out the need for changes and possible ways of implementing them, solving problems and contributing to innovative thinking.

3. Salary criteria for researchers and teaching staff:

- *Implementing, leading and developing research and education of high quality*

How employees, on the basis of their assignment:

- Drive and influence development within the subject field.
- Actively participate in research and publish research findings. Develop research collaborations for Malmö University and have an impact in the research community both nationally and internationally.
- Collaborate with other societal agents.
- Strive for Malmö University to attract external funding within research and education.
- Contribute to creating research and learning environments and learning situations which are inclusive and promote internationalisation and widening participation.
- Actively contribute to development work in teaching and learning in higher education, based on current research.
- Contribute to development by working in various management or administrative positions.

4. Salary criteria for managers:

- *Running and developing the organisation in line with the strategies of Malmö University*

How managers, on the basis of their assignment:

- Encourage the engagement of employees and reinforce their ability to take initiatives to create the conditions for organisational development
- Work to create a gender equal and inclusive work environment

- Work to encourage employee participation in organisational planning and development
- Use available resources in a responsible manner, both from a financial and from a work environment perspective.