



**NORD**  
universitet

# Pay policy

**Negotiated between  
the parties on 23  
August 2022**

<b>Title:</b>	<b>Pay policy</b>
<b>Administrator:</b>	<b>Head of HR</b>
<b>Statutory authority:</b>	<b>The Basic Collective Agreement for State Employees</b>
<b>Effective date</b>	<b>23.08.2022</b>
<b>Archive reference</b>	<b>16/01410-10</b>

## PREFACE

This document has been drawn up by the parties in cooperation.

The document will remain in force until the parties have agreed otherwise. "Parties" in this context is understood to mean the employer represented by the Rector, or the party authorised by the Rector, and the trade unions.

The trade unions at Nord University have worked on a local pay policy on cooperation with the management at the institution. This is the result of the cooperation between the employees' trade unions and the management, and is an agreed letter of intent on how local pay policy must be implemented at Nord University.

Nord University, Teams 23.08.2022

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## **1. INTRODUCTION**

According to Section 2.3 of the Basic Collective Agreement, the university's local pay policy is based on the Personnel Policy, and is one of the instruments for attaining the university's strategic objectives.

The pay policy at Nord University is an agreed proposal from trade unions and the employer.

According to HTA 2.3, the local parties shall formulate wage policy in such a way that it ensures reasonable wage growth over time and that equal pay, including equal pay for the same work and work of equal value, competence, experience and responsibility, temporary employees and employees on leave, are safeguarded. Annually detailed lists and comparisons of salaries at all levels must be prepared, divided between men and women, and any differences must be mapped. The list must include the department, the number at the department, number of position codes, age, seniority, average salary, minimum and maximum salary and median salary

Local wage policy shall be reviewed after each main tariff settlement. Salary shall be both an instrument for recruitment and to stimulate employees' commitment to their own professional development. Assessment of salary is included when individual manager evaluate, follow up and stimulate their employees.

### **1.1 Nord University's pay policy and objectives**

The pay policy must help to encourage employees to work in the best interests of the enterprise and must help to ensure that Nord University has employees with the best possible skills at all times.

The local pay policy must be an instrument that is used to:

- recruit and retain good, qualified employees
- develop staff skills
- achieve the objectives of the enterprise
- create effective solutions when restructuring
- promote equality and anti-discrimination

Local wage policy shall facilitate long-term planning of salary, competence and career development for the individual.

### **1.2 Clarifications and limitations**

Local salary negotiations primarily relate to altering individual salaries, but can also be assessed for groups as a whole. A common understanding of what must be emphasised for amendment of salaries is necessary in the salary negotiations.

The criteria listed below must be used when formulating requirements from the individual employee, the employer or the trade unions.

These criteria must be used for prioritisation in the local negotiations, in addition to the discretion that will have to be exercised.

A good list of positions forms part of the pay policy document. This is necessary in that it highlights the duties, responsibilities and qualification requirements for the positions and forms a basis for the salary grade placement.

The local pay policy must be exercised by means of

- Appointments (2.5.5)
- local salary negotiations (2.5.1, 2.5.2 and 2.5.3)
- competence promotion for academic staff

2.5.1 are annual negotiations

2.5.2 is annual salary adjustment for managers

2.5.3 are on special grounds

2.5.5 The employer shall assess the employee's salary placement up to 12 months after employment, and when transitioning from temporary to permanent employment

2.5.1, 2.5.2 and 2.5.3 apply at both individual and group level, while 2.5.5 applies only at individual level.

## **2. NORD UNIVERSITY'S PAY POLICY**

The university's pay policy must help to ensure predictable and uniform practice. Employers at all levels are responsible for ensuring that local wage allocations are based on the applicable pay policy.

### **2.1 Pay policy on advertising/appointment**

Working on the basis of an assessment of the duties and responsibilities for the position, the position is placed in the position code and the salary grade placement in NOK, together with any salary grades.

The detailed descriptions of the position must refer to the local pay policy and the opportunities for alternative pay placement.

Positions are advertised in the salary range that is usual for the position. The content of the advertisement is based on the "List of positions" attachment.

The person appointed has the opportunity to negotiate a personal salary grade placement within the salary range for which the position is advertised.

#### **2.1.1 Salary grade placement on appointment**

Before advertising a vacant position, the employee representatives must be notified of the salary to be advertised for the position. The employee representatives may ask to discuss the salary grade placement.

The following procedures must be followed when defining a salary grade placement when appointing staff:

1. Before an offer of employment is made, Nord University's recommendation authority shall assess salary placement based on the applicants' qualifications,

including education and relevant experience. Efforts shall be made to ensure that there are no unintended pay differences between employees in comparable job categories. The same principle applies when the employer assesses new determination of salary within 12 months after appointment and when switching from temporary to permanent employment, cf. Section 2.5.5 3.

2. When offered a job, the employee must be notified of which professional organisations are available at Nord University, and be told that these can assist with assessing salary issues. They shall be sent a copy of the salary policy. Internal applicants will be sent a link to this document.
3. Employees who were previously placed in option 11 in the salary framework are transferred to a pay ladder with the job seniority the individual has as of 1 May 2022. If the annual salary at the time of implementation exceeds the average of the annual salary in the relevant job code of the employees in the enterprise who have a position of 10 or 16 years' seniority, the employee may be directly placed. This also applies if salary offers at the time of employment or the result of the negotiations pursuant to section 2.5.3 no. 2, exceeds the average annual salary in the relevant job code of the employees of the enterprise who have a position of 10 or 16 years' seniority.

## **2.2 Set criteria for amendment of salary in teaching and research positions**

Nord University wants as many people as possible to qualify for associate professorships and seeks to promote this through its pay policy.

The following set criteria provide promotion in salary for academic employees according to documentation (certificate/expert assessment) as an employee of Nord University:

- Promotion to associate professor and senior lecturer  
Salary promotion corresponding to at least four pay grades above basic placement, or at least four grades above previous annual salary.
- Promotion to Senior Academic Librarian  
Salary promotion corresponding to at least four pay grades above basic placement, or at least four grades above previous annual salary.
- Promotion to Researcher 1 and 2  
Salary promotion corresponding to at least four pay grades above basic placement, or at least four grades above previous annual salary.
- Promotion to docent and promotion to professor  
Salary promotion corresponding to at least four pay grades above previous years' salary.
- Promotion to senior lecturer  
Salary promotion corresponding to at least four pay grades above basic placement, or at least four grades above previous annual salary.
- Promotion to assistant professor  
Salary promotion corresponding to at least two pay grades above previous placement.

**2.3 The set criteria are not triggered if the employee has the same degree or competence as before, or equivalent. Associate professors and docents who take a doctoral degree have the right to negotiate on a special basis.**

**Amendment of pay in technical/administrative positions after competence enhancement**

The manager must assess altered working conditions and responsibilities after completing a craft certificate, bachelor's degree, master's degree or doctoral degree, and may specify requirements within salary negotiations pursuant to Section 2.5.1 or 2.5.3 of the Basic Collective Agreement.

### **3. LOCAL SALARY NEGOTIATIONS**

Salary amendments other than key collective and salary settlements for employees at Nord University are made by means of local negotiations regulated by the Basic Collective Agreement. The following points refer to sections in the Basic Collective Agreement.

- 2.5.1 are annual local negotiations linked with the framework and conditions set out in the central settlements.
- 2.5.2 is annual salary adjustment for managers
- 2.5.3 is adjustment on special grounds
- 2.5.5 When the employer assesses new determination of salary within 12 months after appointment and when switching from temporary to permanent employment
- The employee is entitled to an annual meeting relating to competence, responsibilities, salary and career development (cf. the joint provisions in the Basic Collective Agreement). Any significant lag in natural salary development in relation to its position code at Nord University must be brought up during this meeting. The discussions are intended to promote equal pay between the sexes and prevent discrimination pursuant to Section 6 of the Equality and Anti-Discrimination Act.

*Confidentiality.* The parties have a duty of confidentiality with regard to information that emerges during negotiations. The outcome of the negotiations is to be made known through the minutes.

#### **3.1 Annual negotiations (2.5.1)**

Salary amendments for employees at Nord University are made by means of local negotiations and are linked with the framework and conditions provided in the central settlements.

2.5.1 negotiations are held on the basis of a financial framework established centrally, with any additional framework from Nord University as decided upon by the Board. The key contracting parties can define conditions for which groups of employees are to be given priority. The effective date of the supplements shall be determined centrally, and members of the respective unions themselves shall apply for a change in salary within the timeframes set by Nord University and the trade unions. The employer and/or trade unions may also present their own requirements for employees/members.

The following employees are covered by 2.5.1 negotiations:

- Permanent employees
- Temporary employees for periods over one year
- Employees on paid leave and employees on leave regulated by contract
- Positions funded externally

Conducting salary meetings in the second quarter is recommended. This will provide a more effective, comprehensive summary of the content of the position(s) (cf. the Joint Provisions in Section 3-5 of the Basic Collective Agreement), where appropriate in the context of a performance assessment interview.

### **3.1.1 Salary – assessment criteria**

*Assessment criteria* are the specific conditions that the parties agree to use as a basis for determining or amending salaries.

Relevant assessment criteria will differ slightly for academic, technical/administrative and management positions. Each year, the parties can assess the prioritisation of salary criteria on the basis of key conditions from the Ministry and the university's priority areas. Employees in positions of trust shall not receive a lower salary as a result of their duties, and employee representatives shall be ensured at least the same salary progression as others in a similar position.

All employees must be familiar with these assessment criteria.

### **3.1.2 Assessment criteria for all positions**

- Contribute to achieving Nord University's goals and strategy
- Constructive involvement, active participation and flexibility in order to develop and highlight Nord University
- Positions of trust and participation in boards, councils and committees in and outside Nord University
- Competence building (formal and non-formal qualifications)
- Work on internationalisation and sustainability
- Assisting with digitalisation of Nord University
- Cooperation and efforts to promote diversity, gender equality, anti-discrimination and a good working environment
- Any significant lag in natural salary development in relation to the position category at Nord University

### **3.1.3 Assessment criteria in academic positions**

Nord University will use its pay policy to help to create good academic environments that deliver high-quality research and education. Salary-related instruments must be used to reinforced and develop the institution's teaching and research competence in the strategic priority focus areas

Academic staff must be assessed on the basis of their overall duties, i.e. research, teaching,



development work, artistic activity, learning and knowledge transfer. Application of salary mechanisms must encourage quality in research and education, as well as active presentation of academic enterprise.

Going forward, developing research environments that can increase the institution's earnings from external research funding and help to bring about an increase in peer-reviewed publications is a very important objective for Nord University.

Ambitions that involve obtaining more researchers, research groups and academic groups at a high international level indicate that particular emphasis must be placed on documented research results.

Particularly outstanding efforts must be rewarded.

The following criteria must be used as a basis:

- Peer-reviewed publications from research, other publishing work and artistic development work
- Teaching efforts, contributions to education quality and good educational provision and learning environments
- Educational development work
- Results of artistic and athletic activities and development work, through publications and/or knowledge transfer
- Knowledge transfer, profiling and highlighting of research-based knowledge
- Efforts to increase the community's external research funding and project portfolio, including activities that encourage an interdisciplinary approach and cooperation at interfaces between subjects and disciplines.
- Assisting with the development of research communities and education programmes
- R&D cooperation with civil society and businesses in the region

### **3.1.4 Assessment criteria for technical/administrative positions**

The pay policy must support efforts to recruit and retain highly qualified technical/administrative staff. If Nord University is to be an attractive place for these groups to work, the general objective must be for salary levels to reflect duties and competence.

placement of technical/administrative positions must also be supported by the list of positions for technical/administrative positions at Nord University. This must form the basis for announcement of vacant positions, determining salaries when appointing staff and requirements for local negotiations.

Managers and employees at centres that are affiliated to the university and who are employed by the enterprise's employment body are assessed according to the same criteria as other employees.

The following criteria are used as a basis:

- Level of responsibility and duties, and performance of work

- Development of the content and quality of the job
- Initiative, independence, work performance and flexibility
- Relevant development/upgrading of own competence
- Contribution to professional development
- Advice/guidance, for example in connection with training and competence development
- Appointments, participation in administrative bodies, internal and external committees and working groups
- Other efforts that contribute to the development of the community

### **3.1.5 Assessment criteria for management salaries**

The manager must help to promote quality and productivity within the enterprise, as well as encouraging attainment of the desired results through good, inclusive management.

Managers at all levels must exercise a form of management that provides support and involvement and help to prevent and resolve conflicts. Managers must facilitate creative learning environments, genuine co-determination and employee participation. This requires a good understanding of the institution's academic and scientific activities, as well as an insight into the same. Managers at centres that are affiliated to the university and who are employed by the enterprise's employment body are assessed according to the same criteria.

Administrative managers bear particular responsibility for technical and administrative operations and development in their environments and must assist as providers of conditions for overall planning and strategy-oriented activities.

Individual managers' salary levels are assessed on the basis of attainment of results, general leadership qualities and an ability to create a good working environment. In this context, emphasis is placed on the manager's ability and desire to maintain positive and constructive relationships with employees and their elected representatives.

Work management or project management can form part of the duties for a position, even if the position is not a management position with responsibility for personnel.

The nature of the enterprise will also affect the weight of management responsibility to a great extent, and should thus be used as a basis when assessing the manager's salary level. Regardless of the type of management function concerned and the organisational level at which the person in question is at, the salary level should reflect the requirements that follow from:

- The complexity of the enterprise
- The control range in management responsibility, the number of employees within the unit or administrative area in question, particular challenges linked with administration of employer responsibility, conflict management, safeguarding of a good working environment and suchlike
- Budgetary scope
- Responsibility for planning, development and coordination (both the dimension of the field and the scope of cooperation/coordination in relation to various academic or administrative partners and/or organisational levels)

- Particular needs for establishment and follow-up of external networks and collaborative relationships

### **3.1.6 Criteria for individual assessment of managers**

- Growth and development beyond what is expected
- Continuous improvement and quality assurance of work processes in the business
- Facilitation of communication, cooperation, creativity and a good working environment
- Development of the organisation and its employees
- Inclusive management
- Professional academic and administrative skills
- Administration of legislation and systems of agreement and practice of co-determination and multi-party cooperation
- Development of their own leadership

These criteria must also be used as a basis for the managers covered by annual negotiations.

### **3.2 Special grounds (2.5.3)**

In the case of 2.5.3 negotiations, the person who has recommendation authority, e.g. the Dean/Head of Section, must be involved in the preparatory work together with middle managers and attend negotiations as required. The head of the negotiation committee will be appointed by delegation from the Rector.

Demands for salary changes on special grounds may be *submitted* by both the employer and employee representatives on behalf of the employee. Grounds for these requirements must be provided in writing on the basis of the criteria specified in Section 2.5.3 of the Basic Collective Agreement. Requirements based on Item 2.5.3.1 a) should be documented by means of a job description/job assessment or information which would otherwise enable the changes in the duties imposed to be measured.

Requirements received pursuant to Section 2.5.3 are processed on an ongoing basis, and this must take place 14 days after the requirements have been received, or as soon as possible thereafter.

### **3.3 Assessment of salary grade placement up to 12 months after appointment or when switching from temporary to permanent employment (2.5.5.)**

Section 3 of the Basic Collective Agreement:

The employer **shall** assess the employee's salary placement up to 12 months after employment, and when transitioning from temporary to permanent employment. This shall occur after dialogue with the employee and the assessment must be documented in accordance with the wording of the main tariff agreements.

Section 4 of the Basic Collective Agreement:

Employees who have been on leave without pay shall be assessed for pay by the employer upon re-entry. This shall be discussed with the employee representatives.

Employee representatives shall receive an annual written report on the application of the provision during January of the following year.

### **3.4 Salary assessment after the end of fixed-term employment in a management position**

Permanent employees who take up fixed-term employment as academic-administrative managers follow regular salary development for permanent positions in accordance with the results of key salary adjustments and receive this automatically upon returning to work. Academic-administrative managers have the right to 2.5.3 negotiations towards the end of the period when transferring back to a professional position.

## **4. SPECIAL PAY CONDITIONS**

Nord University's pay policy will also accommodate pay conditions other than the policy applicable to appointment and criteria for amendment of salaries by means of local negotiations. Therefore, these matters are laid down in this document.

### **4.1 Research fellows/doctoral degree candidates**

The Norwegian State's salary plan has two different position codes for research fellows, SKO 1017 and SKO 1378 respectively, but there are no guidelines on the boundary between these codes. The parties at Nord University agree that SKO 1017 must generally be deployed when advertising positions and appointing new staff, unless very specific salary-related reasons necessitate the deployment of SKO 1378. The primary purpose is to ensure reasonable salary development for research fellows through automatic seniority promotions given within the salary framework related to SKO 1017.

In special cases, research fellow positions may be advertised with alternative opportunities for salary grade placement through deployment of SKO 1378, and salary offers are given on appointment following an individual assessment. Factors that can be used as a basis for this may include:

- particularly attractive skills
- academic experience/research activities
- competitive fields
- a need to limit salary reduction when making the switch from another position (this is applicable to external applicants in special cases)

Facilitation of other qualification schemes is sought for own employees. Permanent employees in the qualification cycle retain their salaries for the specified period.

#### **4.2 USE OF C TABLE**

The C table is used when paying salaries to examiners, part-time teachers and work paid by the hour.

#### **4.3 Enterprise funded externally**

Remuneration for work done on assignments must be compliant with applicable regulations and contracts that are applicable at Nord University.

Salaries for projects or other work done by Nord University cannot be paid via employees' private companies.