Salary agreement catalogue for staff at departments of Science and Technology

- applying to the period 1 March 2013 – 31 March 2015
Table of contents

1. Introduction .......................................................................................................................................... 4

2. Academic staff ....................................................................................................................................... 6
   2.1 Qualification staff: criteria and size ................................................................................................. 6
      2.2.1 PhD fellows ................................................................................................................................. 7
      2.2.2 Research assistants ..................................................................................................................... 7
      2.2.3 Assistant professors/postdocs/researchers ................................................................................ 7
      2.2.4 Academic technical and administrative staff who work primarily with tasks within research, education, research-based consulting and knowledge exchange ........................................ 8
      2.2.5 Associate professors/senior researchers/senior consultants ..................................................... 8
      2.2.6 MSO professors ......................................................................................................................... 10
      2.2.7 Professors on salary level 37 ..................................................................................................... 11
      2.2.8 Professors on salary level 38 ..................................................................................................... 12
   2.3 Function bonuses: criteria and size ................................................................................................. 13
      2.3.1 Vice heads of department ........................................................................................................... 13
      2.3.2 Centre managers ....................................................................................................................... 13
      2.3.3 Section managers/subject coordinators .................................................................................. 14
      2.3.4 Directors of studies .................................................................................................................... 14
      2.3.5 Responsibility for degree programmes ..................................................................................... 14
      2.3.6 Chair of the PhD programme committee ............................................................................... 15
      2.3.7 Members of the PhD programme committee ........................................................................ 15
      2.3.8 Theme coordinators ................................................................................................................. 15
      2.3.9 Members of the admission committee ..................................................................................... 15
      2.3.10 Chair of the board of studies ................................................................................................. 15
      2.3.11 Union representatives ............................................................................................................ 15
      2.3.12 Other function bonuses ......................................................................................................... 16
   2.4 One-off bonuses .............................................................................................................................. 16
   2.5 Establishing and negotiating salaries ............................................................................................ 16
   2.6 Commencement and termination ................................................................................................... 17

3. Technical and administrative staff ..................................................................................................... 18
   3.1 Academic staff in administrative positions (AC-TAP) .................................................................. 19
   3.2 Biomedical laboratory scientists .................................................................................................. 24
   3.3 Professional photographers .......................................................................................................... 29
   3.4 Agricultural assistants, Gardner’s Assistants, Gardeners, Experimental assistants and Animal technician assistants ................................................................. 34

2
3.5 Graphics Staff .................................................................................................................. 38
3.6 Skilled workmen ............................................................................................................. 42
3.7 Assistant engineers and research technicians ............................................................... 48
3.8 IT staff ............................................................................................................................. 54
3.9 Agrocllultural technologists, agricultural technicians and experimental technicians .... 58
3.10 Administrative officers and surgery assistants .............................................................. 62
3.11 Bilingual and trilingual secretaries ................................................................................. 69
3.12 Laboratory technicians ................................................................................................ 73
3.13 Cleaning assistants and property service technicians ..................................................... 78
3.14 Employees in the service trade ....................................................................................... 83
3.15 Cleaners ........................................................................................................................ 89
3.16 Technical designers etc. ............................................................................................... 93
3.17 Public servants/ staff with public servant status ............................................................. 98

4. Appendices .......................................................................................................................... 106
4.1 Table of basic figures ....................................................................................................... 106
4.2 Salary structure ............................................................................................................... 107
4.3 Negotiating procedure in connection with annual salary negotiations ......................... 109
4.4 Qualification staircase for academic staff ...................................................................... 110
4.5 Overview of the number of students on Science and Technology programmes .......... 112
   4.5.1 Number of Bachelor students of the Philosophy of Science .................................. 114
4.6 Large and small PhD programme committees ............................................................ 115
1. Introduction

This salary agreement catalogue at Aarhus University, Science and Technology (ST) applies to academic staff and technical-administrative staff employed by departments of ST.

Chapter 2 of the salary agreement catalogue deals with academic staff whose terms of salary and employment are subject to Overenskomst for Akademikere i Staten (the agreement for academics employed by the Danish state) and Stillingsstrukturen for videnskabelige personale ved universiteter (the employment structure for academic staff at Danish universities). In addition, this chapter covers the technical and administrative staff mentioned in point 2.1.4 who are primarily involved in tasks relating to research, education, research-based consulting services and knowledge exchange.

Chapter 3 of the salary agreement catalogue contains current salary agreements for individual groups of technical and administrative staff. These salary agreements are linked to agreements regarding working conditions and/or organisational agreements.

This salary agreement catalogue applies from 1 March 2013 until 31 March 2015, and until it is amended by a new agreement or terminated with three months’ notice by either of the parties.

ST wishes to use Ny Løn (for further information on Ny Løn, please see the Danish Agency for the Modernisation of Public Administration at www.modst.dk) as a strategic tool to support the recruitment, motivation and retention of highly qualified staff who will help to meet the goals stated in ST’s strategy. As part of the incentive structure, the aim of the catalogue is to ensure that decentralised salaries are determined based on familiar, transparent criteria in relation to the award of bonuses.

The new salary systems that have been introduced gradually in the Danish state since 1997 make it possible to ensure greater decentralisation of salaries, with salaries being adjusted to match individual members of staff to a greater extent and salary structures being adapted to match individual workplaces. It is now possible to use salaries and salary levels as an active management tool to support the goals and values of the institution concerned in combination with decentralised staff policy. The basic element of the salary system is the basic salary or “interval salary”. The basic salary is the more widely used of the two, and consists of a single basic salary with a number of salary stages plus bonuses for qualifications or functions and one-off bonuses. The “interval salary” system consists of a minimum and maximum salary for each group of staff, and there are not normally any bonuses available in this model.

The aim of the new salary systems is to create the basis for a more flexible formation of salaries and a differentiated and individualised use of salaries.

This catalogue forms the framework for dialogue and negotiation between representatives of the management, representatives of the employees, and the trade unions entitled to take part in negotiations. Salaries are negotiated by individual departments and are based on the competences, qualifications and functions of the staff concerned. In general, new salary systems as a supplementary management tool will be used to:

- Promote the connection between salaries and efforts invested in the workplace
- Ensure efficiency, flexibility, quality, adaptability and development
• Help to retain and recruit highly qualified staff
• Promote the development of qualifications and competences

The salary agreement catalogue contains criteria and amounts for the following types of bonus:

• **Qualification bonuses** are awarded based on professional, personal or collegiate qualifications. Staff qualifications are normally assessed based on the efforts that have enabled them to perform their tasks (teaching, consulting, research, talent development and communication, for instance).

• **Function bonuses** are awarded to employees who do jobs entitling them to a function bonus under this agreement.

In addition, employees may be paid a:

• **One-off bonus** for an exceptional effort in connection with extraordinary tasks or events helping to achieve the strategy and vision of the main academic area (and thereby the individual departments). This bonus is normally awarded once a year in connection with the annual salary negotiations.

It is important to note that the figures stated in the salary agreement catalogue define a framework within which heads of department are authorised to negotiate bonuses. Any award of other bonuses not mentioned in the salary agreement catalogue is subject to the approval of the dean.

The figures in this salary agreement catalogue are stated at the level on 31 March 2012 excluding pension entitlements.
2. Academic staff

Chapter 2 of the salary agreement catalogue deals with academic staff whose terms of salary and employment are subject to Overenskomst for Akademikere i Staten (the agreement for academics employed by the Danish state) and Stillingsstrukturen for videnskableg personale ved universiteter (the employment structure for academic staff at Danish universities). In addition, this chapter covers the technical and administrative staff mentioned in point 2.1.4 who are primarily involved in tasks relating to research, education, research-based consulting services and knowledge exchange.

2.1. Qualification bonuses: criteria and size

All qualification bonuses are stated in the form of annual basic figures at the level on 31 March 2012 excluding a pension entitlement. Qualification bonuses generate a pension and are paid monthly in arrears in addition to salaries. The size of the bonuses may vary within the maximum figure stated. Within the framework of this figure bonuses can be negotiated either in the form of one or more small portions or as a lump sum.

In the absence of any agreement to the contrary, qualification bonuses are generally permanent; but qualification bonuses lapse when employment categories change because employees are entitled to new salary negotiations in such circumstances.

Qualification bonuses are awarded based on subject-related, personal or collegiate qualifications. Staff qualifications are normally assessed based on the efforts that have enabled them to perform their tasks (teaching, consulting, research, talent development and communication, for instance). For more details of the negotiation process, please see appendix 7.3.

To qualify for a qualification bonus, employees must contribute to the collegiate community in a manner which promotes the continued development of the professional environment of the main academic area and the department concerned. In addition, they must demonstrate commitment and abilities in relation to dealing with organisational and administrative tasks.

Research qualifications are assessed on the basis of peer-reviewed written work in the form of articles in journals, books/proceedings and conference papers, editing books etc. and the receipt of external grants and awards. In addition, the assessment takes account of invitations to give keynote lectures at international conferences and participation in international research collaborations. Finally, emphasis is given to research/administrative work (for instance memberships of research councils, private foundations or research/political bodies).

Teaching qualifications are assessed on the basis of efforts made on courses and projects and supervision at Bachelor, Master and PhD level. In addition, assessment also takes account of contributions to the development of new teaching areas and subjects, and work done in connection with the development of teaching methods. Qualification bonuses can also be awarded for formal authorisations and specialist approvals.

Knowledge exchange is divided into (1) research-based consulting and cooperation with the business community/public authorities, and (2) knowledge communication. Qualifications in connection with consulting and cooperation with the business community/public authorities are assessed on the basis of contributions made to such authorities and organisations/businesses and/or cooperation with private-sector companies and participation in commissions and com-
mittees within the field of knowledge exchange. The products concerned may be contributions to academic articles, reports and other publications designed for consulting or cooperation projects with companies/public authorities. These products may also include the development of databases or programmes, or participation in management bodies. Knowledge communication is assessed on the basis of lectures, popular academic articles and other activities designed for the general public, upper-secondary schools, schools etc.

**Talent development** is assessed (among other things) on the basis of the supervision of talented researchers and the development of new systems designed to support the development of new talents, for instance via improvements of the PhD programme.

An extraordinary effort of particularly distinguished nature which is not rewarded by any other bonus may also generate a qualification bonus. Extraordinary efforts made in relation to internationalisation, interdisciplinary collaboration or administrative tasks, for instance.

### 2.2.1 PhD fellows

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>The bonus can be awarded to PhD fellows who make exceptional efforts and demonstrate exceptional quality in performing tasks. The bonus is awarded for extraordinary efforts made during the period of employment.</td>
<td>The bonus can be awarded in small portions of DKK 5,000 and a total of up to DKK 10,000.</td>
</tr>
</tbody>
</table>

### 2.2.2 Research assistants

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>The bonus can be awarded to research assistants who make exceptional efforts and demonstrate exceptional quality in performing tasks. The bonus is awarded for extraordinary efforts made during the period of employment.</td>
<td>The bonus can be awarded in small portions of DKK 5,000 and a total of up to DKK 30,000.</td>
</tr>
</tbody>
</table>

### 2.2.3 Assistant professors/postdocs/researchers

The size of bonuses in modules of DKK 15,000 cannot be waived because the sum of bonuses must match the stages of the qualification staircase (cf. appendix 7.4). The exceptions to this are cases in which a member of staff is unable to fill the framework for qualification bonuses for assistant professors/postdocs/researchers owing to bonuses that have been awarded previously. In these cases, it is possible in connection with the annual salary negotiations to award a smaller or larger bonus to fill the framework.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>The first portion is awarded to assistant professors/postdocs/researchers who have made a satisfactory effort for one year at Aarhus University and have at least one year’s seniority at level 8 (cf. appendix 7.2). The second portion can be awarded to assis-</td>
<td>The bonus can be awarded as a lump sum or in small portions as a whole multiple of DKK 15,000. The total may not exceed DKK 30,000.</td>
</tr>
</tbody>
</table>
2.2.4 Academic technical and administrative staff who work primarily with tasks within research, education, research-based consulting and knowledge exchange

Academic technical and administrative (AC-TAP) staff who work primarily with tasks within research, education, research-based consulting and knowledge exchange do not receive standard bonuses, but are awarded a qualification bonus corresponding to their qualifications.

The aim of awarding these qualification bonuses is to recruit and retain highly qualified staff and to provide a financial incentive for the continued development and utilisation of the formal and informal qualifications and competences of staff. The award of bonuses should ensure that staff salaries develop during their employment, reflecting their development of qualifications, competences and quality. It is possible to award more than one bonus at the same time.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>On their appointment, academic technical and administrative staff are awarded a bonus based on an individual assessment of their qualifications. Technical and administrative staff are awarded bonuses during their employment in relation to their further development of qualifications and quality in performing tasks.</td>
<td>The bonus can be awarded as a lump sum of at least DKK 20,000, plus small portions as a whole multiple of DKK 15,000.</td>
</tr>
</tbody>
</table>

2.2.5 Associate professors/senior researchers/senior consultants

In addition to their standard bonuses, associate professors/senior researchers/senior consultants can be awarded the following types of qualification bonus: A, B and C bonuses for associate professors/senior researchers/senior consultants.

The aim of awarding these qualification bonuses is to retain qualified associate professors/senior researchers/senior consultants and to provide a financial incentive for the continued development of the research, teaching, knowledge exchange, talent development and administrative qualifications and competences of the employees concerned.

The framework within the A bonus must have been utilised to the full before staff can progress from the A bonus to the B bonus. Similarly, the framework within the B bonus must have been utilised to the full before staff can be awarded a C bonus. It is possible to award more than one bonus at the same time.

The size of bonuses in modules of DKK 15,000 cannot be waived because the sum of bonuses must match the stages of the qualification staircase (cf. appendix 7.4).
The exceptions to this are cases in which a member of staff is unable to fill framework A or B owing to bonuses that have been awarded previously. In these cases, it is possible in connection with the annual salary negotiations to award a larger bonus to fill the framework.

Cases in which a member of staff is unable to fill framework C owing to bonuses that have been awarded previously are also exceptions. In these cases, it is possible in connection with the annual salary negotiations to award a smaller or larger bonus to fill the framework.

Other exceptions involving waiving the use of modules are subject to the approval of the dean.

**A bonus for associate professors/senior researchers/senior consultants**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>The A bonus for associate professors/senior researchers/senior consultants can be awarded to associate professors/senior researchers/senior consultants who demonstrate qualifications in the fields of research, education, knowledge exchange or talent development corresponding as a minimum to the qualifications on which their appointment was based.</td>
<td>The bonus can be awarded as a lump sum or in small portions as a multiple of DKK 15,000. A total of up to DKK 45,000 can be awarded, cf. appendix 7.4.</td>
</tr>
<tr>
<td>The employee concerned must also make (and must have made) a suitable effort in relation to communication and dealing with administrative tasks.</td>
<td></td>
</tr>
</tbody>
</table>

**B bonus for associate professors/senior researchers/senior consultants**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>The B bonus for associate professors/senior researchers/senior consultants can be awarded to associate professors/senior researchers/senior consultants with qualifications in the fields of research, education, knowledge exchange or talent development that demonstrate over a period of several years a level of continued professional development that exceeds the basis for the award of the A bonus.</td>
<td>The bonus can be awarded as a lump sum or in small portions as a multiple of DKK 15,000. A total of up to DKK 45,000 can be awarded, cf. appendix 7.4.</td>
</tr>
<tr>
<td>The employee concerned must also perform (and must have performed for some time) their share of administrative tasks.</td>
<td></td>
</tr>
</tbody>
</table>

**C bonus for associate professors/senior researchers/senior consultants**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>The C bonus for associate professors/senior researchers/senior consultants can be awarded to associate professors/senior researchers/senior consultants who demonstrate qualifications in the fields of research, education, knowledge exchange or talent development of</td>
<td>The bonus can be awarded as a lump sum or in small portions as a whole multiple of DKK 15,000. A total of up to DKK 30,000 can be awarded, cf. appendix 7.4.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
an extent and quality that exceed significantly the qualifications on which their appointment as associate professors/senior researchers/senior consultants at ST was based. Examples:

- Several research publications of exceptionally high quality
- Teaching of a very high quality
- Research-based consulting and knowledge exchange of a very high quality
- The attraction or retention of highly qualified staff
- The attraction of external financing

Gaining a doctorate degree on a basis corresponding to the demands of Aarhus University may also be included in the reasons for awarding a C bonus to associate professors.

2.2.6 MSO professors

With a view to attracting and retaining particularly talented researchers and developing a subject area of great potential on a high international level, a number of fixed-duration MSO professorships (professorships dealing with special tasks) are advertised.

MSO professors receive a basic salary in accordance with the basic salary level stated in AC-overenskomsten (the salary agreement for academic staff). In addition, a bonus generating a pension supplement is paid in accordance with the structure of university positions. At ST it has been agreed that this should be DKK 171,700 at the level on 31 March 2012. A standard bonus of DKK 51,400 is also paid. MSO professors are paid a total net salary on the same level as professors at salary level 37 (including the A bonus for professors).

MSO professors are employed and remunerated as associate professors or senior researchers on the expiry of their employment period, after which the special function-specific MSO bonus is discontinued.

On their return to a position as associate professors or senior researchers, bonuses must be negotiated decentrally, although a full A bonus for associate professors/senior researchers/senior consultants and a full B bonus for associate professors/senior researchers/senior consultants are guaranteed.

Salaries for MSO professors are negotiated by the staff union representative, cf. section 8 subsection (3) of Stillingsstrukturen (the employment structure).

**A bonus for MSO professors**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>The A bonus for MSO professors is awarded automatically in connection with the agreed bonus when they are appointed MSO profes-</td>
<td>DKK 51,400 + 171,700.</td>
</tr>
</tbody>
</table>
**B bonus for MSO professors**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>The B bonus for MSO professors can be awarded to MSO professors with qualifications in the fields of research, education, knowledge sharing or talent development of an extent and quality that demonstrate over a period of several years a continued professional development in excess of the basis on which they were appointed as MSO professors.</td>
<td>The bonus can be awarded as a lump sum of DKK 15,000.</td>
</tr>
</tbody>
</table>

**2.2.7 Professors on salary level 37**

Professors are placed on salary level 37 (including the A bonus for professors). In addition to the A bonus for professors, professors may also be awarded B and C bonuses. Professors on salary level 37 have independent negotiating powers.

The size of bonuses in modules of DKK 15,000 cannot be waived because the sum of bonuses must match the stages of the qualification staircase (cf. appendix 7.4).

The exceptions to this are cases in which a member of staff is unable to fill framework B owing to bonuses that have been awarded previously. In these cases, it is possible in connection with the annual salary negotiations to award a larger bonus to fill the framework.

Cases in which a member of staff is unable to fill framework C owing to bonuses that have been awarded previously are also exceptions. In these cases, it is possible in connection with the annual salary negotiations to award a smaller or larger bonus to fill the framework.

Other exceptions involving waiving the use of modules are subject to the approval of the dean.

**A bonus for professors**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>The A bonus for professors is awarded automatically in connection with the agreed bonus when they are appointed professors.</td>
<td>DKK 51,400</td>
</tr>
</tbody>
</table>

**B bonus for professors**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>The B bonus for professors can be awarded to professors with qualifications in the fields of research, education, knowledge sharing or talent development of an extent and quality</td>
<td>The bonus can be awarded as a lump sum or in small portions as a multiple of DKK 15,000. A total of up to DKK 45,000 can be awarded.</td>
</tr>
</tbody>
</table>
that demonstrate over a period of several years a continued professional development in excess of the basis on which they were appointed as professors.

C bonus for professors

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
</table>
| The C bonus for professors can be awarded to professors with qualifications in the fields of research, education, knowledge sharing or talent development that exceed significantly the effort on which their appointment as professors was based – the effort normally expected of professors at ST. Examples:  
  - Several research publications of exceptionally high quality  
  - Extraordinary teaching efforts  
  - Extraordinary efforts with regard to knowledge exchange  
  - Extraordinary attraction of external research financing  
  - The attraction or retention of highly qualified staff | The bonus can be awarded as a lump sum or in small portions as a multiple of DKK 15,000. A total of up to DKK 45,000 can be awarded. |

2.2.8 Professors on salary level 38

In special circumstances the dean may decide that professors should be placed on salary level 38 (including the A bonus for professors). In addition to the A bonus for professors, these professors may also be awarded the B bonus. Professors on salary level 38 have independent negotiating powers.

A bonus for professors

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>The A bonus for professors is awarded automatically in connection with the agreed bonus when they are appointed professors.</td>
<td>DKK 51,400</td>
</tr>
</tbody>
</table>

B bonus for professors

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>The B bonus for professors can be awarded to professors with qualifications in the fields of research, education, knowledge sharing or talent development of an extent and quality that demonstrate over a period of several years a continued professional development in excess of the basis on which they were appointed as professors on salary level 38 at ST.</td>
<td>The bonus can be awarded as a lump sum or in small portions as a multiple of DKK 15,000. A total of up to DKK 45,000 can be awarded.</td>
</tr>
</tbody>
</table>
C bonus for professors

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>The C bonus for professors can be awarded to professors with qualifications in the fields of research, education, knowledge sharing or talent development that exceed significantly the effort on which their appointment as professors was based – the effort normally expected of professors on salary level 38 at ST.</td>
<td>The bonus can be awarded as a lump sum or in small portions as a multiple of DKK 15,000. The size of the bonus is based on an individual assessment and is negotiated with the dean.</td>
</tr>
</tbody>
</table>

2.3 Function bonuses: criteria and size

Function bonuses are awarded to employees who perform a function that entitles them to a function bonus according to a specific agreement. Function bonuses are awarded to the extent that functions do not already generate bonuses in accordance with current regulations, including central agreements, circulars etc.

It is not normally possible to receive a function bonus for dealing with more than one function, because the idea is that these functions should be dealt with by a broad range of employees. Function bonuses are awarded as long as the functions concerned are performed, and are discontinued without further notice on termination of these functions – although no later than the agreed final date.

Function bonuses in the catalogue are stated in the form of annual basic figures at the level on 31 March 2012 excluding a pension entitlement. Function bonuses generate a pension and are paid monthly in arrears in addition to salaries. The size of the bonuses may vary within the maximum figure stated. Within the framework of this figure bonuses can be negotiated either in the form of one or more small portions or as a lump sum.

2.3.1 Vice heads of department

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>A function bonus is awarded for doing the job of vice head of department.</td>
<td>DKK 68,200</td>
</tr>
</tbody>
</table>

2.3.2 Centre managers

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>A function bonus can be awarded for doing the job of centre manager.</td>
<td>The size of the bonus depends on an individual assessment which may attach weight to the financial situation, external funding and the number of employees. The size of the bonus is subject to negotiation with the dean.</td>
</tr>
</tbody>
</table>
## 2.3.3 Section managers/subject coordinators

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>A function bonus is awarded for doing the job of section manager/subject coordinator. The dean approves section managers/subject coordinators following the recommendation of the head of department. The section manager/subject coordinator refers to the head of department. This function implies subject-related management responsibility for a teaching group or research unit. The section manager/subject coordinator performs a range of specified administrative tasks at departmental level by specific arrangement with the head of department.</td>
<td>DKK 34,100</td>
</tr>
</tbody>
</table>

## 2.3.4 Directors of studies

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>A function bonus is awarded for doing the job of director of studies at ST. Directors of studies refer to the vice-dean for education. An agreement is reached regarding how to update subject-specific knowledge in connection with the termination of this function. This may result in a period with no teaching commitment pending the updating of subject-specific knowledge. The length of this period is adjusted in relation to the extent of the degree programme, the number of students and any other circumstances. If possible, all directors of studies should teach on the degree programme on an on-going basis as part of their job.</td>
<td>This is based on the rates stated in the employment agreement, which means that the size of the bonus depends on the number of full-time students involved. 150 years of full-time study DKK 13,600 151-599 years of full-time study DKK 21,100 600-1,199 years of full-time study DKK 61,100 More than 1,200 years of full-time study DKK 87,300 However, a supplementary bonus of DKK 25,000 is awarded to directors of studies who have a number of students corresponding to less than 600 years of full-time study. Directors of studies performing this task at more than one department receive their bonus from the department at which they are employed.</td>
</tr>
</tbody>
</table>

## 2.3.5 Responsibility for degree programmes

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>A function bonus is awarded to members of staff who are responsible for degree programmes. These members of staff refer to the vice-dean for education. Their job involves coordination/administrative</td>
<td>The size of the bonus depends on the number of students on the degree programme in question: DKK 0 for 0-25 students DKK 17,000 for 26-249 students DKK 34,100 for 250-500 students</td>
</tr>
</tbody>
</table>
tasks in relation to specific courses at the department. DKK 34,100 for 500+ students with the option of ad hoc solutions if the job is done by several members of the committee. Cf. appendices 7.5 and 7.5.1.

## 2.3.6 Chair of the PhD programme committee

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>A function bonus is awarded for doing the job of chair of the PhD programme committee.</td>
<td>DKK 21,300 for a small committee</td>
</tr>
<tr>
<td></td>
<td>DKK 34,100 for a large committee</td>
</tr>
<tr>
<td></td>
<td>Cf. appendix 7.6.</td>
</tr>
</tbody>
</table>

## 2.3.7 Members of the PhD programme committee

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>A function bonus is awarded for doing the job of member of the PhD programme committee. This system is to be renegotiated before 30 September 2013.</td>
<td>DKK 12,800</td>
</tr>
</tbody>
</table>

## 2.3.8 Theme coordinators

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>A function bonus is awarded for doing the job of theme coordinator.</td>
<td>DKK 25,000</td>
</tr>
</tbody>
</table>

## 2.3.9 Members of the admission committee

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>A function bonus is awarded for doing the job of member of the admission committee.</td>
<td>DKK 21,300</td>
</tr>
</tbody>
</table>

## 2.3.10 Chair of the board of studies

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Size of bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>A function bonus is awarded for doing the job of chair of the board of studies.</td>
<td>DKK 21,300</td>
</tr>
</tbody>
</table>

## 2.3.11 Union representatives

Please see AU’s central agreement regarding incentive bonuses for union representatives.
2.3.12 Other function bonuses

Individual function bonuses can be awarded based on the performance of exceptional functions involving tasks which are beyond the normal content and area of responsibility of the position in question, and for which no qualification bonus has already been awarded based on the exceptional efforts made.

Such function bonuses, which are not mentioned in the salary agreement catalogue, are subject to the approval of the dean. The exceptions to this are function bonuses for special subject-related functions performed at individual departments. These can be awarded following a recommendation submitted to the head of department concerned.

2.4 One-off bonuses

One-off bonuses can be awarded for exceptional efforts within the fields of research, teaching, knowledge exchange, talent development or administration. The criteria for such awards are that the efforts made should contribute exceptionally towards the fulfilment of ST’s strategy and goals. One-off bonuses are awarded on the basis of a specific individual assessment.

One-off bonuses are normally awarded in connection with the annual salary negotiations.

The size of the bonus is stated at its current level, and one-off bonuses do not generate any pension entitlement.

2.5 Establishing and negotiating salaries

The dean authorises the head of department to establish and negotiate salaries within current central agreements and the framework laid down by this salary agreement catalogue. The establishment and negotiation of salaries takes place in collaboration with HR and the trade union organisation which is entitled to perform such negotiations.

Function bonuses may be connected to certain positions, cf. section 2.2 on function bonuses.

In exceptional circumstances, and when the labour market renders this necessary, departments are entitled to agree exceptional personal bonuses with a view to recruiting or retaining staff. Bonuses which are awarded in connection with the recruitment of new employees are negotiated with the relevant union representative before signing their contracts of employment (professors on salary level 37 and 38, as well as chief consultants and special consultants, have independent powers of negotiation). Within the framework of this salary agreement catalogue, in exceptional circumstances, a one-off bonus is awarded in connection with recruitment of up to DKK 20,000. With regard to both permanent and temporary positions, the dean may at any time fix the size of exceptional personal bonuses with a view to recruiting and retaining staff.
2.6 Commencement and termination
This agreement comes into force once the parties have signed it and applies from 1 March 2013. The agreement is subject to renegotiation before 31 March 2015. After this date the salary agreement catalogue applies until it is amended owing to the commencement of a new agreement or until it is terminated with three months’ notice by either of the parties. Termination by either party constitutes termination for all parties.

Aarhus, 1 March 2013

________________________
Brian Bech Nielsen
Dean
Science and Technology
Aarhus University

________________________
Union representative for AC
Science and Technology
Aarhus University

________________________
Union representative for IDA
Science and Technology
Aarhus University
3. Technical and administrative staff
Chapter 3 of the salary agreement catalogue contains current salary agreements for individual groups of technical and administrative staff. These salary agreements are linked to agreements regarding working conditions and/or organisational agreements. The salary agreements are included in the salary agreement catalogue in order to help form a clear overall picture of the framework for employees at ST.
3.1 Academic staff in administrative positions (AC-TAP)

PAY AGREEMENT FOR ACADEMIC STAFF IN ADMINISTRATIVE POSITIONS (THE DANISH ASSOCIATION OF MASTERS AND PHDS (DM), THE DANISH ASSOCIATION OF LAWYERS AND ECONOMISTS (DJØF), THE UNION OF COMMUNICATION AND LANGUAGE PROFESSIONALS, DENMARK (KS), THE DANISH UNION OF LIBRARIANS (BF))

1. Target group

The pay agreement covers academic staff in administrative positions, including Bachelors, employed with Aarhus University in accordance with the circular on the collective agreement for state-employed academics.

2. Framework and purpose

As agreed at the Main Liaison Committee (HSU) meeting on 18 January 2011, Aarhus University's HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university's HR policy goals.

Aarhus University wants to:

- Use the payroll funds in a targeted and strategic manner
- Ensure the right balance between competencies, performance and pay

3. Pay system

The pay agreement is based on the base pay system outlined in the collective agreement.

Aarhus University and the union representatives of the Danish Confederation of Professional Associations (AC) have noted the intention of the parties to the collective agreement that employees' pay should develop in step with the individual employee's professional development as well as the parties' assumption that the base pay should be supplemented with the introduction of local supplements.

- Supplements may be awarded as qualification supplements or responsibility supplements.
- Supplements are stated in basic amounts (31 March 2012 level) and awarded as permanent or temporary pensionable supplements.
- Supplements are adjusted in line with the general pay increases agreed through central collective bargaining or implemented in the pay adjustment scheme.
- One-off bonuses may be awarded for extraordinary work efforts.
Individual agreements concerning supplements for employees are concluded between the University Director, or the dean, and the union representatives of the Danish Confederation of Professional Associations at Aarhus University. The University Director, or the dean, may have delegated this authority.

The right to negotiate and the right to conclude pay agreements may not be delegated to an organizational level below that of head of department/deputy director area. Heads of department/deputy directors may request the assistance of lower-level managers in connection with the negotiations, but the right to negotiate and the right to conclude pay agreements may not be delegated any further.

4. General information on supplements and one-off bonuses

The initial qualification supplement awarded to administrators and librarians consists of a minimum amount of DKK 20,000 per year (31 March 2012 level). Subsequent supplement increases consist of a minimum amount of DKK 15,000 per year (31 March 2012 level).

- Availability supplements are awarded to administrators and library-educated staff in generalist positions who assume an availability obligation, see the circular on the collective agreement for state-employed academics.

- Qualification supplements may be negotiated for librarians in specialist positions (without availability supplements).

- Responsibility supplements consist of a minimum amount of DKK 15,000 per year (31 March 2012 level) and are generally temporary, with such supplements being paid for as long as the relevant responsibilities are undertaken. See annex 1 concerning the library area.

- Academic coordinators who are in charge of academic management and coordination and who do not have independent personnel and budget responsibilities may be awarded a responsibility supplement of a maximum amount of DKK 25,000 per year (31 March 2012 level).

- One-off bonuses consist of a minimum amount of DKK 12,000 (current level) and are generally non-pensionable.

In accordance with the principles on pay composition, the pay agreement must support the development of all employees' competencies, insight and commitment. Consequently, the aim is for administrators and librarians to be awarded qualification supplements in step with a continued fully satisfactory performance and a positive development. On this basis, it is expected that administrators and librarians with 15 years of seniority can be awarded a qualification supplement and two supplement increases.

Positions may be upgraded to special consultant and senior consultant positions. Whether the employee is to receive pay at special consultant or senior consultant level is agreed between the local management and the union representative. The decision as to whether the position is a special consultant or
senior consultant position is based, among other things, on the academic content. Advancement to the pay grade of special consultant and senior consultant may be agreed without the simultaneous award of a minimum amount.

Qualification supplements awarded to special consultants and senior consultants consist of a minimum amount of DKK 15,000 per year (31 March 2012 level).

- Responsibility supplements consist of a minimum amount of DKK 15,000 per year (31 March 2012 level) and are generally temporary, with such supplements being paid for as long as the relevant responsibilities are undertaken.
- Special consultants who are academic coordinators and who are in charge of academic management and coordination, but who do not have independent personnel and budget responsibilities, may be awarded a responsibility supplement of a maximum amount of DKK 25,000 per year (31 March 2012 level).
- One-off bonuses consist of a minimum amount of DKK 12,000 (current level) and are generally non-pensionable.

5. Pay level

It is the university's goal that the pay of all employees should reflect the responsibilities involved and expertise required for a given position as well as the education, expert knowledge, experience and personal competencies required of the holder of the position.

6. New employees

When recruiting salaried staff, the local union representative for the relevant area is involved in the negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring relevant pay information and other data.

Negotiations concerning supplements in connection with recruitment are conducted by the relevant local union representative and the HR partner, subject to agreement with the head of department/deputy director.

Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate's pay.

The local union representative contacts the applicant about the pay negotiations. The pay negotiations are based on the pay level and the job category applicable to similar positions at Aarhus University.
Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

The pay negotiations for 2012 will be held in September, October and November. However, the negotiations in 2012 will take effect retrospectively from 1 January 2012.

Transitional provisions concerning the pay agreement of 15 June 2005 for administrative staff employed under the agreement with the Danish Confederation of Professional Associations:

Employees who, pursuant to the previous pay agreement of 15 June 2005, meet the criteria for the award of basic supplements in the period 1 April 2012 to 31 March 2013, will be entitled to basic supplements under a transitional scheme. The transitional scheme expires as of 1 April 2013. Subsequently, it will not be possible to award basic supplements.

The pay level for employees who are transferred to AU Administration in connection with the academic development process will be assessed, taking into account the principles set out in the pay agreement of 15 June 2005.

8. Contracting parties

The pay agreement is applicable from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for academic staff in administrative positions (the Danish Association of Masters and PhDs, the Danish Association of Lawyers and Economists, the Union of Communication and Language Professionals, Denmark and the Danish Union of Librarians).

The pay agreement may be terminated subject to three months’ notice; however, by 31 December 2012 at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.
Aarhus, ___ September 2012

Birgit Roesen
Personnel Legal Manager

Claus Palle
Joint union representative of the Danish Confederation of Professional Associations at AU Administration

Per Dahl
Joint union representative of the Danish Confederation of Professional Associations

9. Regulations

- Circular on the collective agreement for state-employed academics (*Cirkulære om overenskomst for akademikere i staten*); the Agency for the Modernisation of Public Administration's circular no. 013-12.

Annex 1 – Library area

As the organisation of AU Library is still ongoing, it is not as yet possible to set out special criteria for responsibility supplements, for example for validation in PURE or for special teaching assignments.

It has been agreed, however, that this will be negotiated once the organisation of AU Library has been completed; however, no later than before the pay negotiations in spring 2013.
### 3.2 Biomedical laboratory scientists

**PAY AGREEMENT FOR BIOMEDICAL LABORATORY SCIENTISTS (THE DANISH ASSOCIATION OF BIOMEDICAL LABORATORY SCIENTISTS (DBIO))**

<table>
<thead>
<tr>
<th>1. Target group</th>
</tr>
</thead>
<tbody>
<tr>
<td>The pay agreement covers biomedical laboratory scientists employed with Aarhus University in accordance with the circular on the trade union agreement for biomedical laboratory scientists.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Framework and purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>As agreed at the Main Liaison Committee (HSU) meeting on 18 January 2011, Aarhus University’s HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university’s HR policy goals.</td>
</tr>
</tbody>
</table>

Aarhus University wants to:

- Use the payroll funds in a targeted and strategic manner
- Ensure the right balance between competencies, performance and pay

<table>
<thead>
<tr>
<th>3. Pay system</th>
</tr>
</thead>
<tbody>
<tr>
<td>The pay agreement is based on the base pay system outlined in the trade union agreement.</td>
</tr>
</tbody>
</table>

Aarhus University and the union representatives of the Danish Association of Biomedical Laboratory Scientists have noted the intention of the parties to the collective agreement that employees' pay should develop in step with the individual employee's professional development as well as the parties' assumption that the base pay should be supplemented with the introduction of local supplements.

- Supplements may be awarded as qualification supplements or responsibility supplements.
- Supplements are stated in basic amounts (31 March 2012 level) and awarded as permanent or temporary supplements.
- One-off bonuses may be awarded for extraordinary work efforts.

Individual agreements concerning supplements for employees are concluded between the University Director, or the dean, and the union representatives of the Danish Association of Biomedical Laboratory Scientists at Aarhus University. The University Director, or the dean, may have delegated this authority.

The right to negotiate and the right to conclude pay agreements may not be delegated to an organisational level below that of head of department/deputy director area. Heads of department/deputy directors may request the assistance of lower-level managers in connection with the negotiations, but the
right to negotiate and the right to conclude pay agreements may not be delegated any further.

4. General information on supplements and one-off bonuses

Supplements consist of a minimum amount of DKK 10,000 per year (31 March 2012 level). Advancement to biomedical laboratory scientist with special consultant or senior consultant responsibilities may be agreed without the simultaneous award of a minimum amount.

- Permanent and temporary supplements are pensionable.
- Supplements are adjusted in line with the general pay increases agreed through central collective bargaining or implemented in the pay adjustment scheme.
- Responsibility supplements are generally temporary, as they are paid for as long as the relevant responsibilities are undertaken.
- One-off bonuses consist of a minimum amount of DKK 10,000 (current level) and are generally non-pensionable.

An annex to the pay agreement lists a number of examples of criteria which may form the basis of negotiations between the management and the union representatives of the Danish Association of Biomedical Laboratory Scientists concerning the payment of qualification supplements, recruitment supplements, retention supplements or responsibility supplements. The lists are not exhaustive.

5. Pay level

It is the university's and the Danish Association of Biomedical Laboratory Scientists' goal that the pay of all employees should reflect the responsibilities involved and expertise required for a given position as well as the education, expert knowledge, experience and personal competencies required of the holder of the position.

The parties agree that advancement to the pay grade of biomedical laboratory scientist with special consultant or senior consultant responsibilities is a natural step if the sum of the pay at the current pay grade and of the agreed supplements will exceed the pay for this pay group.

Transition, if any, to employment as chief biomedical laboratory scientist is agreed separately.

In connection with advancement to biomedical laboratory scientist with special consultant or senior consultant responsibilities or to chief biomedical laboratory scientist, the future pay structure will be based on negotiations between the management and the union representative.

6. New employees
When recruiting salaried staff, the local union representative for the relevant area is involved in the negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring relevant pay information and other data.

Negotiations concerning supplements in connection with recruitment are conducted by the relevant local union representative and the HR partner, subject to agreement with the head of department/deputy director.

Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate's pay.

The local union representative contacts the applicant about the pay negotiations. The pay negotiations are based on the pay level and the job category applicable to similar positions at Aarhus University.

Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

### 7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

The pay negotiations for 2012 will be held in September, October and November. However, the negotiations in 2012 will take effect retrospectively from 1 January 2012.

### 8. Contracting parties

The pay agreement is applicable from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for the Danish Association of Biomedical Laboratory Scientists.
The pay agreement may be terminated subject to three months’ notice; however, by 31 December 2012 at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.

Aarhus, 6 September 2012

Birgit Roesen
Personnel Legal Manager

Anne Marie Bundsgaard
Union representative, Danish Association of Biomedical Laboratory Scientists

**9. Regulations**

- Circular on the trade union agreement for biomedical laboratory scientists (\emph{Cirkulære om organisationsaftale for bioanalytikere}); the Agency for the Modernisation of Public Administration's circular no. 046-08.

**EXAMPLES OF CRITERIA FOR THE AWARD OF SUPPLEMENTS TO BIOMEDICAL LABORATORY SCIENTISTS**

**Qualification supplements:**

The following criteria are examples of criteria which may form the basis of the award of qualification supplements. The list is not exhaustive.

- High health professional quality on the basis of experience gained of relevance to the performance of the work, including expert knowledge on procedures and routines.
- Incorporation of theoretical health professional knowledge and relevant continuing/further education in the practical laboratory work.
- Special competencies within quality assurance, the documentation field, IT and languages.
- Competencies within communication and teaching on the basis of expert knowledge and routines in techniques/analyses.
- Competencies in connection with patient exams, including sole responsibility and link between patients and research teams.
- Competencies that ensure the inclusion of ethical aspects and assessments prior to and during the performance of the work.

**Responsibility supplements:**

The following criteria are examples of criteria which may form the basis of the award of responsibility supplements. The list is not exhaustive.

- Specialist responsibilities in relation to commissioning and optimisation of special equipment
- Work assignments/projects requiring flexibility in relation to working hours
- Responsibility for maintaining/developing tissue banks and databases
- Responsibility for documentation and communication tasks
- Responsibility for equipment, purchasing, maintenance and administration
- Tasks of a managerial/teaching-related nature, e.g.
  - HR management
  - Instruction of visiting researchers, training/teaching of students (students writing their thesis, Master's degree students and PhD students).
  - Responsibility for daily planning, including prioritisation and coordination across research units

**One-off bonuses:**

The following criteria are examples of criteria which may form the basis of the award of one-off bonuses. The list is not exhaustive:

- Extraordinary work efforts in connection with:
  - Project start-up/completion
  - Restructuring
  - Temporary extra work assignments, areas of responsibility

**Social values:**

- Good communication skills in relation to new employees and external partners
- Openness and a talent for multidisciplinary collaboration
- Contribution to a positive and inclusive atmosphere at the workplace
### 3.3 Professional photographers

**PAY AGREEMENT FOR PROFESSIONAL PHOTOGRAPHERS (THE FEDERATION OF EMPLOYEES IN THE SERVICE TRADE (SERVICEFORBUNDET))**

#### 1. Target group

The pay agreement covers professional photographers employed with Aarhus University in accordance with the circular on the trade union agreement for professional photographers, inspectors with the Danish Safety Technology Authority and opticians.

#### 2. Framework and purpose

As agreed at the Main Liaison Committee (HSU) meeting on 18 January 2011, Aarhus University’s HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university’s HR policy goals.

Aarhus University wants to:

- Use the payroll funds in a targeted and strategic manner
- Ensure the right balance between competencies, performance and pay

#### 3. Pay system

The pay agreement is based on the base pay system outlined in the trade union agreement.

Aarhus University and the union representatives of the Federation of Employees in the Service Trade have noted the intention of the parties to the collective agreement that employees' pay should develop in step with the individual employee's professional development as well as the parties’ assumption that the base pay should be supplemented with the introduction of local supplements.

- Supplements may be awarded as qualification supplements or responsibility supplements.
- Supplements are stated in basic amounts (31 March 2012 level) and awarded as permanent or temporary supplements.
- One-off bonuses may be awarded for extraordinary work efforts.

Individual agreements concerning supplements for employees are concluded between the University Director, or the dean, and the union representatives of the Federation of Employees in the Service Trade at Aarhus University. The University Director, or the dean, may have delegated this authority.
The right to negotiate and the right to conclude pay agreements may not be delegated to an organisational level below that of head of department/deputy director area. Heads of department/deputy directors may request the assistance of lower-level managers in connection with the negotiations, but the right to negotiate and the right to conclude pay agreements may not be delegated any further.

4. General information on supplements and one-off bonuses

Supplements consist of a minimum amount of DKK 7,000 per year (31 March 2012 level).

- Permanent and temporary supplements are pensionable.
- Supplements are adjusted in line with the general pay increases agreed through central collective bargaining or implemented in the pay adjustment scheme.
- Responsibility supplements are generally temporary, as they are paid for as long as the relevant responsibilities are undertaken.
- One-off bonuses consist of a minimum amount of DKK 10,000 (current level) and are generally non-pensionable.

An annex to the pay agreement lists a number of examples of criteria which may form the basis of negotiations between the management and the union representatives of the Federation of Employees in the Service Trade concerning the payment of qualification supplements, recruitment supplements, retention supplements or responsibility supplements. The lists are not exhaustive.

5. Pay level

It is the university's goal that the pay of all employees should reflect the responsibilities involved and expertise required for a given position as well as the education, expert knowledge, experience and personal competencies required of the holder of the position.

6. New employees

When recruiting salaried staff, the local union representative for the relevant area is involved in the negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring relevant pay information and other data.

Negotiations concerning supplements in connection with recruitment are conducted by the relevant local union representative and the HR partner, subject to agreement with the head of department/deputy director.
Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate's pay.

The local union representative contacts the applicant about the pay negotiations. The pay negotiations are based on the pay level and the job category applicable to similar positions at Aarhus University.

Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

### 7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

Pay negotiations 2012 (the period from 1 April 2011 to 31 March 2012) will take place in September, October and November. However, the negotiations in 2012 will take effect retrospectively from 1 January 2012.

### 8. Contracting parties

The pay agreement is applicable from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for professional photographers (the Federation of Employees in the Service Trade).

The pay agreement may be terminated subject to three months' notice; however, by 31 December 2012 at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.

Aarhus, 25 September 2012
## EXAMPLES OF CRITERIA FOR THE AWARD OF SUPPLEMENTS

### Qualification supplements:

The following criteria are examples of criteria which may form the basis of the award of qualification supplements if the qualifications have not already been considered in connection with the pay group placement. The list is not exhaustive.

- Continuing/further education
- Work-related knowledge, including work experience relevant to performing the job
- Flexibility/sense of responsibility
- Servicemindedness
- Ability to work independently
- Social responsibility
- Training and teaching competencies
- Balance in relation to similar positions in the rest of the labour market
- Recruitment and retention.
- Insight into relevant special legislation

### Responsibility supplements:

The following criteria are examples of criteria which may form the basis of the award of responsibility supplements if the responsibilities have not already been considered in connection with the pay group placement.
placement. The list is not exhaustive.

- Specialist functions
- Managerial competencies, including HR management
- Independent decision-making authority
- Performance of complex tasks based on competencies gained in previous jobs
- Planning tasks and/or coordination tasks
- Transition and development tasks
- Budget and financial responsibilities
- Training or education responsibilities
- IT user responsibility/advanced IT functions
- Project participation
- Language responsibilities
- Teaching responsibilities

**One-off bonuses:**

The following criteria are examples of criteria which may form the basis of the award of one-off bonuses. The list is not exhaustive:

- Special contributions in connection with project participation
- Special contributions in connection with organising and holding conferences, congresses etc.
- Special contributions in connection with restructuring
- Special contributions in connection with relocation, renovation etc.
- Special contributions in connection with introduction of new systems
- Special contributions in connection with extra workloads
- Special contributions in connection with temporary performance of managerial duties.
### 3.4 Agricultural assistants, Gardner’s Assistants, Gardeners, Experimental assistants and Animal technician assistants

**PAY AGREEMENT FOR AGRICULTURAL ASSISTANTS, GARDENER’S ASSISTANTS, GARDENERS, EXPERIMENTAL ASSISTANTS AND ANIMAL TECHNICIAN ASSISTANTS (ANIMAL TECHNICIANS), INCLUDING APPRENTICES (THE UNITED FEDERATION OF DANISH WORKERS (3F))**

#### 1. Target group

The pay agreement covers agricultural assistants, gardener's assistants, gardeners, experimental assistants and animal technician assistants (animal technicians), including apprentices, employed with Aarhus University (including hourly-paid staff) in accordance with the circular on the trade union agreement for agricultural assistants, gardener’s assistants, gardeners and experimental assistants.

#### 2. Framework and purpose

As agreed at the Main Liaison Committee (HSU) meeting on 18 January 2011, Aarhus University's HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university's HR policy goals.

Aarhus University wants to:

- Use the payroll funds in a targeted and strategic manner
- Ensure the right balance between competencies, performance and pay

#### 3. Pay system

The pay agreement is based on the base pay system outlined in the trade union agreement.

Aarhus University and the union representatives of the United Federation of Danish Workers have noted the intention of the parties to the collective agreement that employees' pay should develop in step with the individual employee's professional development as well as the parties' assumption that the base pay should be supplemented with the introduction of local supplements.

- Supplements may be awarded as qualification supplements or responsibility supplements.
- Supplements are stated in basic amounts (31 March 2012 level) and awarded as permanent or temporary supplements.
- One-off bonuses may be awarded for extraordinary work efforts.

Individual agreements concerning supplements for employees are concluded between the University
Director, or the dean, and the union representatives of the United Federation of Danish Workers at Aarhus University. The University Director, or the dean, may have delegated this authority.

The right to negotiate and the right to conclude pay agreements may not be delegated to an organisational level below that of head of department/deputy director area. Heads of department/deputy directors may request the assistance of lower-level managers in connection with the negotiations, but the right to negotiate and the right to conclude pay agreements may not be delegated any further.

4. General information on supplements and one-off bonuses

Supplements consist of a minimum amount of DKK 7,000 per year (31 March 2012 level). Advancement to a higher pay group may be agreed without the simultaneous award of a minimum amount.

- Permanent and temporary supplements are pensionable.
- Supplements are adjusted in line with the general pay increases agreed through central collective bargaining or implemented in the pay adjustment scheme.
- Responsibility supplements are generally temporary, as they are paid for as long as the relevant responsibilities are undertaken.
- One-off bonuses consist of a minimum amount of DKK 10,000 (current level) and are generally non-pensionable.

**Basic supplements for apprentices:**

Apprentices demonstrating a continued fully satisfactory performance and a continued positive development are awarded a pensionable basic supplement of DKK 26,500 per year (31 March 2012 level) during the third and fourth year of their training. During the fourth year of training, the basic supplement may thus total DKK 53,000 (31 March 2012 level).

Basic supplements are negotiated by the joint union representative when apprentices advance to the third and fourth year of training, respectively. Basic supplements cannot be awarded to adult apprentices. Additional supplements may be negotiated at the annual pay negotiations.

*Example of calculation of supplements during the third and fourth year of training:*

Apprentice with an apprenticeship of 3 years and 8 months (including school-based part of the programme):

The apprentice receives base pay during the first 8 months (first year of training), then base pay for 12 months (second year of training), then base pay + basic supplement for 12 months (third year of training) and finally base pay + basic supplement for 12 months (fourth year of training).

The fourth year of training thus always covers a full 12 months, as the seniority must be calculated as from the date of the completion of the programme. If the duration of the apprenticeship is reduced, the reduction is deemed to have taken place at the beginning of the apprenticeship. During the apprentice-
ship, school-based parts of the programme are included in the total programme.

5. Pay level

It is the university's goal that the pay of all employees should reflect the responsibilities involved and expertise required for a given position as well as the education, expert knowledge, experience and personal competencies required of the holder of the position.

6. New employees

When recruiting salaried staff, the local union representative for the relevant area is involved in the negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring relevant pay information and other data.

Negotiations concerning supplements in connection with recruitment are conducted by the relevant local union representative and the HR partner, subject to agreement with the head of department/deputy director.

Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate's pay.

The local union representative contacts the applicant about the pay negotiations. The pay negotiations are based on the pay level and the job category applicable to similar positions at Aarhus University.

Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be
made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

The pay negotiations for 2012 will be held in September, October and November. However, the negotiations in 2012 will take effect retrospectively from 1 January 2012.

### 8. Contracting parties

The pay agreement is applicable from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for agricultural assistants, gardener's assistants, gardeners, experimental assistants and animal technician assistants (animal technicians), including apprentices (the United Federation of Danish Workers).

The pay agreement may be terminated subject to three months’ notice; however, by 31 December 2012 at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.

Aarhus, ___ September 2012

Birgit Roesen  
Personnel Legal Manager

Jan Rasmussen  
Union representative of the United Federation of Danish Workers

### 9. Regulations

- Circular on the trade union agreement for agricultural assistants, gardener's assistants, gardeners and experimental assistants (Cirkulære om organisationsaftale for Landbrugsarbejdere, gartneriarbejdere, gartnere og forsøgsmedarbejdere); the Agency for the Modernisation of Public Administration's circular no. 051-11.
PAY AGREEMENT FOR GRAPHICS STAFF (THE UNION OF COMMERCIAL AND CLERICAL EMPLOYEES IN DENMARK (HK))

1. Target group

The pay agreement covers graphics staff employed with Aarhus University in accordance with the circular on the trade union agreement for graphics staff at a number of institutions.

2. Framework and purpose

As agreed at the Main Liaison Committee (HSU) meeting on 18 January 2011, Aarhus University's HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university's HR policy goals.

Aarhus University wants to:

- Use the payroll funds in a targeted and strategic manner
- Ensure the right balance between competencies, performance and pay

3. Pay system

The pay agreement is based on the base pay system outlined in the trade union agreement.

Aarhus University and the union representatives of the Union of Commercial and Clerical Employees in Denmark have noted the intention of the parties to the collective agreement that employees' pay should develop in step with the individual employee's professional development as well as the parties' assumption that the base pay should be supplemented with the introduction of local supplements.

- Supplements may be awarded as qualification supplements or responsibility supplements.
- Supplements are stated in basic amounts (31 March 2012 level) and awarded as permanent or temporary supplements.
- One-off bonuses may be awarded for extraordinary work efforts.

Individual agreements concerning supplements for employees are concluded between the University Director, or the dean, and the union representatives of the Union of Commercial and Clerical Employees in Denmark at Aarhus University. The University Director, or the dean, may have delegated this authority.
The right to negotiate and the right to conclude pay agreements may not be delegated to an organisational level below that of head of department/deputy director area. Heads of department/deputy directors may request the assistance of lower-level managers in connection with the negotiations, but the right to negotiate and the right to conclude pay agreements may not be delegated any further.

### 4. General information on supplements and one-off bonuses

Supplements consist of a minimum amount of DKK 10,000 per year (31 March 2012 level).

- Permanent and temporary supplements are pensionable.
- Supplements are adjusted in line with the general pay increases agreed through central collective bargaining or implemented in the pay adjustment scheme.
- Responsibility supplements are generally temporary, as they are paid for as long as the relevant responsibilities are undertaken.
- One-off bonuses consist of a minimum amount of DKK 10,000 (current level) and are generally non-pensionable.

### 5. Pay level

It is the university’s goal that the pay of all employees should reflect the responsibilities involved and expertise required for a given position as well as the education, expert knowledge, experience and personal competencies required of the holder of the position.

### 6. New employees

When recruiting salaried staff, the local union representative for the relevant area is involved in the negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring relevant pay information and other data.

Negotiations concerning supplements in connection with recruitment are conducted by the relevant local union representative and the HR partner, subject to agreement with the head of department/deputy director.

Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate’s pay.

The local union representative contacts the applicant about the pay negotiations. The pay negotiations...
are based on the pay level and the job category applicable to similar positions at Aarhus University.

Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

The pay negotiations for 2012 will be held in September, October and November. However, the negotiations in 2012 will take effect retrospectively from 1 January 2012.

8. Contracting parties

The pay agreement is applicable from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for graphics staff (the Union of Commercial and Clerical Employees in Denmark).

The pay agreement may be terminated subject to three months’ notice; however, by 31 December 2012 at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.

Aarhus, ___ September 2012

Birgit Roesen
Personnel Legal Manager

Helle Colding Seiersen
Joint union representative of the Union of Commercial and Clerical Employees in Denmark
9. Regulations

- Circular on the trade union agreement for graphics staff at a number of institutions (*Cirkulære om organisationsaftale for grafiske arbejdere ved en række institutioner*); the Agency for the Modernisation of Public Administration’s circular no. 017-11.
## 3.6 Skilled workmen

**PAY AGREEMENT FOR SKILLED WORKMEN**

(The Danish Metalworkers' Union (*Dansk Metal*)/the United Federation of Danish Workers (*3F*), skilled workmen/the Danish Union of Electricians (*Dansk El-Forbund*)/the Federation of Employees in the Service Trade (*Serviceforbundet*), dental technicians)

### 1. Target group

The pay agreement covers skilled workmen employed with Aarhus University in accordance with the circular on the trade union agreement for skilled workmen.

### 2. Framework and purpose

As agreed at the Main Liaison Committee (*HSU*) meeting on 18 January 2011, Aarhus University's HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university's HR policy goals.

Aarhus University wants to:

- Use the payroll funds in a targeted and strategic manner
- Ensure the right balance between competencies, performance and pay

### 3. Pay system

The pay agreement is based on the base pay system outlined in the trade union agreement.

Aarhus University and the union representatives have noted the intention of the parties to the collective agreement that employees' pay should develop in step with the individual employee's professional development as well as the parties' assumption that the base pay should be supplemented with the introduction of local supplements.

- Supplements may be awarded as qualification supplements or responsibility supplements.
- Supplements are stated in basic amounts (31 March 2012 level) and awarded as permanent or temporary supplements.
- One-off bonuses may be awarded for extraordinary work efforts.

Individual agreements concerning supplements for employees are concluded between the University Director, or the dean, and the union representatives at Aarhus University. The University Director, or the
4. General information on supplements and one-off bonuses

Supplements consist of a minimum amount of DKK 7,000 per year (31 March 2012 level).

- Permanent and temporary supplements are pensionable.
- Supplements are adjusted in line with the general pay increases agreed through central collective bargaining or implemented in the pay adjustment scheme.
- Responsibility supplements are generally temporary, as they are paid for as long as the relevant responsibilities are undertaken.
- One-off bonuses consist of a minimum amount of DKK 10,000 (current level) and are generally non-pensionable.

Dirty work allowance:
The university and the union representatives agree that the current scheme for an agreed allowance for particularly dirty or unpleasant work will continue. The agreement entails that a pensionable allowance of 10% may still be awarded for particularly dirty or unpleasant work. The allowance is calculated as 10% of the working hours taken up by the dirty or unpleasant work.

Example: If the dirty work in question takes up approximately 20% of the working hours, an allowance of 2% of the base pay is awarded.

An annex to the pay agreement lists a number of examples of criteria which may form the basis of negotiations between the management and union representatives concerning the payment of qualification supplements, recruitment supplements, retention supplements or responsibility supplements. The lists are not exhaustive.

5. Pay level

It is the university's goal that the pay of all employees should reflect the responsibilities involved and expertise required for a given position as well as the education, expert knowledge, experience and personal competencies required of the holder of the position.

6. New employees
When recruiting salaried staff, the union representative authorised to negotiate for the relevant area is involved in the negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring relevant pay information and other data.

Negotiations concerning supplements in connection with recruitment are conducted by the relevant local union representative and the HR partner, subject to agreement with the head of department/deputy director.

Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate’s pay.

The local union representative contacts the applicant about the pay negotiations. The pay negotiations are based on the pay level and the job category applicable to similar positions at Aarhus University.

Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

Pay negotiations 2012 (the period from 1 April 2011 to 31 March 2012) will take place in September, October and November. However, the negotiations in 2012 will take effect retrospectively from 1 January 2012.

8. Contracting parties

The pay agreement is applicable from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for skilled workmen (the United Federation of Danish
Workers, skilled workmen/the Danish Metalworkers' Union/the Danish Union of Electricians/the Federation of Employees in the Service Trade, dental technicians).

The pay agreement may be terminated subject to three months' notice; however, by 31 December 2012 at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.

Aarhus, 10 September 2012

Birgit Roesen
Personnel Legal Manager

John Kapstadt
Union representative of the Danish Metalworkers' Union/the Danish Union of Electricians

Leif Flensborg
Union representative of the United Federation of Danish Workers, skilled workmen

Michael Nielsen
Union representative of the Federation of Employees in the Service Trade, dental technicians

9. Regulations

- Circular on the trade union agreement for skilled workmen (Cirkulære om organisationsaftale for håndværkere); the Agency for the Modernisation of Public Administration's circular no. 014-11.

EXAMPLES OF CRITERIA FOR THE AWARD OF SUPPLEMENTS
Qualification supplements:

The following criteria are examples of criteria which may form the basis of the award of qualification supplements if the qualifications have not already been considered in connection with the pay group placement. The list is not exhaustive.

- Qualifications within specialist areas (e.g. workshop training courses)
- Continuing/further education (e.g. refrigeration engineer programme)
- Work-related knowledge, including work experience relevant to performing the job.
- Flexibility
- Servicemindedness
- Ability to work independently
- Social responsibility
- Individual results
- Balance in relation to similar positions in the rest of the labour market
- Recruitment and retention.

Responsibility supplements:

The following criteria are examples of criteria which may form the basis of the award of responsibility supplements if the responsibilities have not already been considered in connection with the pay group placement. The list is not exhaustive.

- Specialist functions
- Managerial competencies, including HR management
- Independent decision-making authority
- Budget and financial responsibilities
- Training or education responsibilities
- Project participation
- IT user responsibility/advanced IT functions
- Special inconvenience compensation (as concerns dental technicians with particularly dirty work, it must be assessed specifically whether the individual technician can be awarded a dirty work allowance, see section 4 of the pay agreement)
- Independent case handling
- Language responsibilities
- Teaching responsibilities

One-off bonuses:
The following criteria are examples of criteria which may form the basis of the award of one-off bonuses. The list is not exhaustive:

- Special contributions in connection with project participation
- Special contributions in connection with organising and holding conferences, congresses etc.
- Special contributions in connection with restructuring
- Special contributions in connection with relocation, renovation etc.
- Special contributions in connection with introduction of new systems
- Special contributions in connection with extra workloads

**Social values:**

- Collaborative skills
- Stability
- Efficiency
- Sense of responsibility
- Loyal/good colleague

**Weight is also attached to the following values:**

- Readiness to change
- Performance characterised by quality and creativity
- Overview
- Good oral/written communication skills
- Organisational skills
- Dynamic/committed
## 3.7 Assistant engineers and research technicians

**PAY AGREEMENT FOR ASSISTANT ENGINEERS (THE DANISH METALWORKERS’ UNION (DANSK METAL)/THE UNITED FEDERATION OF DANISH WORKERS (3F), SKILLED WORKMEN) AND RESEARCH TECHNICIANS (THE DANISH ASSOCIATION OF PROFESSIONAL TECHNICIANS (TEKNISK LANDSFORBUND))**

### 1. Target group

The pay agreement covers assistant engineers and research technicians employed with Aarhus University in accordance with the circular on the trade union agreement for assistant engineers and research technicians at research institutions etc.

### 2. Framework and purpose

As agreed at the Main Liaison Committee (HSU) meeting on 18 January 2011, Aarhus University’s HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university’s HR policy goals.

Aarhus University wants to:

- Use the payroll funds in a targeted and strategic manner
- Ensure the right balance between competencies, performance and pay

### 3. Pay system

The pay agreement is based on the base pay system outlined in the trade union agreement.

Aarhus University and the union representatives have noted the intention of the parties to the collective agreement that employees’ pay should develop in step with the individual employee’s professional development as well as the parties’ assumption that the base pay should be supplemented with the introduction of local supplements.

- Supplements may be awarded as qualification supplements or responsibility supplements.
- Supplements are stated in basic amounts (31 March 2012 level) and awarded as permanent or temporary supplements.
- One-off bonuses may be awarded for extraordinary work efforts.

Individual agreements concerning supplements for employees are concluded between the University Director, or the dean, and the union representatives at Aarhus University. The University Director, or the dean, may have delegated this authority.
The right to negotiate and the right to conclude pay agreements may not be delegated to an organisational level below that of head of department/deputy director area. Heads of department/deputy directors may request the assistance of lower-level managers in connection with the negotiations, but the right to negotiate and the right to conclude pay agreements may not be delegated any further.

4. General information on supplements and one-off bonuses

Supplements consist of a minimum amount of DKK 7,000 per year (31 March 2012 level).

- Permanent and temporary supplements are pensionable.
- Supplements are adjusted in line with the general pay increases agreed through central collective bargaining or implemented in the pay adjustment scheme.
- Responsibility supplements are generally temporary, as they are paid for as long as the relevant responsibilities are undertaken.
- One-off bonuses consist of a minimum amount of DKK 10,000 (current level) and are generally non-pensionable.

An annex to the pay agreement lists a number of examples of criteria which may form the basis of negotiations between the management and the union representatives concerning the payment of qualification supplements, recruitment supplements, retention supplements or responsibility supplements. The lists are not exhaustive.

5. Pay level

It is the university's goal that the pay of all employees should reflect the responsibilities involved and expertise required for a given position as well as the education, expert knowledge, experience and personal competencies required of the holder of the position.

6. New employees

When recruiting salaried staff, the union representative authorised to negotiate for the relevant area is involved in the negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring relevant pay information and other data.

Negotiations concerning supplements in connection with recruitment are conducted by the relevant local union representative and the HR partner, subject to agreement with the head of department/deputy director.
Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate’s pay.

The local union representative contacts the applicant about the pay negotiations. The pay negotiations are based on the pay level and the job category applicable to similar positions at Aarhus University.

Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

The pay negotiations for 2012 will be held in September, October and November. However, the negotiations in 2012 will take effect retrospectively from 1 January 2012.

8. Contracting parties

The pay agreement is applicable from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for assistant engineers (the Danish Metalworkers’ Union/the United Federation of Danish Workers, skilled workmen) and research technicians (the Danish Association of Professional Technicians).

The pay agreement may be terminated subject to three months’ notice; however, by 31 December 2012 at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.

Aarhus, 10 September 2012
9. Regulations

- Circular on the trade union agreement for assistant engineers and research technicians at research institutions etc. (Cirkulære om organisationaftale for ingeniørassistenter og forsknings- teknikere ved forskningsinstitutioner mv.); the Agency for the Modernisation of Public Administration’s circular no. 011-11.

EXAMPLES OF CRITERIA FOR THE AWARD OF SUPPLEMENTS TO ASSISTANT ENGINEERS AND RESEARCH TECHNICIANS

Qualification supplements:

The following criteria are examples of criteria which may form the basis of the award of qualification supplements if the qualifications have not already been considered in connection with the pay group placement. The list is not exhaustive.

- Qualifications within specialist areas (e.g. workshop training courses)
- Continuing/further education (e.g. refrigeration engineer programme)
- Work-related knowledge, including work experience relevant to performing the job.
- Flexibility
- Servicemindedness
- Ability to work independently
- Social responsibility
• Individual results
• Balance in relation to similar positions in the rest of the labour market
• Recruitment and retention.

Responsibility supplements:

The following criteria are examples of criteria which may form the basis of the award of responsibility supplements if the responsibilities have not already been considered in connection with the pay group placement. The list is not exhaustive.

• Specialist functions
• Managerial competencies, including HR management
• Independent decision-making authority
• Budget and financial responsibilities
• Training or education responsibilities
• Project participation
• IT user responsibility/advanced IT functions
• Special inconvenience compensation
• Independent case handling
• Language responsibilities
• Teaching responsibilities

One-off bonuses:

The following criteria are examples of criteria which may form the basis of the award of one-off bonuses. The list is not exhaustive:

• Special contributions in connection with project participation
• Special contributions in connection with organising and holding conferences, congresses etc.
• Special contributions in connection with restructuring
• Special contributions in connection with relocation, renovation etc.
• Special contributions in connection with introduction of new systems
• Special contributions in connection with extra workloads

Social values:

• Collaborative skills
• Stability
• Efficiency
• Sense of responsibility
• Loyal/good colleague
Weight is also attached to the following values:

- Readiness to change
- Performance characterised by quality and creativity
- Overview
- Good oral/written communication skills
- Organisational skills
- Dynamic/committed
# 3.8 IT staff

## PAY AGREEMENT FOR IT STAFF (PROSA – DANISH ASSOCIATION OF IT PROFESSIONALS)

### 1. Target group

The pay agreement covers IT staff employed with Aarhus University in accordance with the circular on the trade union agreement for IT employees (PROSA) in the service of the state.

### 2. Framework and purpose

As agreed at the Main Liaison Committee (HSU) meeting on 18 January 2011, Aarhus University's HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university's HR policy goals.

Aarhus University wants to:

- Use the payroll funds in a targeted and strategic manner
- Ensure the right balance between competencies, performance and pay

### 3. Pay system

The pay agreement is based on the base pay system outlined in the trade union agreement. Aarhus University and the union representatives of PROSA have noted the intention of the parties to the collective agreement that employees' pay should develop in step with the individual employee's professional development as well as the parties' assumption that the base pay should be supplemented with the introduction of local supplements.

- Supplements may be awarded as qualification supplements or responsibility supplements.
- Supplements are stated in basic amounts (31 March 2012 level) and awarded as permanent or temporary supplements.
- One-off bonuses may be awarded for extraordinary work efforts.

Individual agreements concerning supplements for employees are concluded between the University Director, or the dean, and the union representatives of PROSA at Aarhus University. The University Director, or the dean, may have delegated this authority.

The right to negotiate and the right to conclude pay agreements may not be delegated to an organisational level below that of head of department/deputy director area. Heads of department/deputy directors may request the assistance of lower-level managers in connection with the negotiations, but the right to negotiate and the right to conclude pay agreements may not be delegated any further.
### 4. General information on supplements and one-off bonuses

Supplements consist of a minimum amount of DKK 10,000 per year (31 March 2012 level).

- Permanent and temporary supplements are pensionable.
- Supplements are adjusted in line with the general pay increases agreed through central collective bargaining or implemented in the pay adjustment scheme.
- Responsibility supplements are generally temporary, as they are paid for as long as the relevant responsibilities are undertaken.
- One-off bonuses consist of a minimum amount of DKK 10,000 (current level) and are generally non-pensionable.

### 5. Pay level

It is the university's goal that the pay of all employees should reflect the responsibilities involved and expertise required for a given position as well as the education, expert knowledge, experience and personal competencies required of the holder of the position.

Transition, if any, to employment in pay group 3 or 4 is agreed separately.

In connection with advancement to a higher pay group, the future pay structure is based on negotiations between the management and the union representative.

### 6. New employees

When recruiting salaried staff, the local union representative for the relevant area is involved in the negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring relevant pay information and other data.

Negotiations concerning supplements in connection with recruitment are conducted by the relevant local union representative and the HR partner, subject to agreement with the head of department/deputy director.

Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate's pay.

The local union representative contacts the applicant about the pay negotiations. The pay negotiations
are based on the pay level and the job category applicable to similar positions at Aarhus University.

Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

The pay negotiations for 2012 will be held in September, October and November. However, the negotiations in 2012 will take effect retrospectively from 1 January 2012.

8. Contracting parties

The pay agreement is used as the basis for the negotiation as from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for PROSA.

The pay agreement may be terminated subject to three months’ notice; however, by 31 December 2012 at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.

Aarhus, 3 September 2012

Birgit Roesen
Personnel Legal Manager

Jens Winther Kristensen
Joint union representative of PROSA
9. Regulations

- Circular on the trade union agreement for IT employees (PROSA) in the service of the state (*Cirkulære om organisationsaftale for IT-medarbejdere (PROSA) i statens tjeneste*); the Agency for the Modernisation of Public Administration’s circular no. 058-11.
3.9 Agro-cultural technologists, agricultural technicians and experimental technicians

<table>
<thead>
<tr>
<th>PAY AGREEMENT FOR AGRICULTURAL TECHNOLOGISTS, AGRICULTURAL TECHNICIANS AND EXPERIMENTAL TECHNICIANS (THE UNION OF DANISH AGRICULTURAL, ENVIRONMENTAL AND HORTICULTURAL TECHNOLOGISTS (JID))</th>
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1. Target group

The pay agreement covers agricultural technologists, agricultural technicians and experimental technicians employed with Aarhus University in accordance with the circular on the trade union agreement for state-employed agricultural technologists/agricultural technicians as well as experimental technicians at Aarhus University.

2. Framework and purpose

As agreed at the Main Liaison Committee (HSU) meeting on 18 January 2011, Aarhus University's HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university's HR policy goals.

Aarhus University wants to:

- Use the payroll funds in a targeted and strategic manner
- Ensure the right balance between competencies, performance and pay

3. Pay system

The pay agreement is based on the base pay system outlined in the trade union agreement.

Aarhus University and the union representatives of the Union of Danish Agricultural, Environmental and Horticultural Technologists have noted the intention of the parties to the collective agreement that employees' pay should develop in step with the individual employee's professional development as well as the parties' assumption that the base pay should be supplemented with the introduction of local supplements.

- Supplements may be awarded as qualification supplements or responsibility supplements.
- Supplements are stated in basic amounts (31 March 2012 level) and awarded as permanent or temporary supplements.
- One-off bonuses may be awarded for extraordinary work efforts.
Individual agreements concerning supplements for employees are concluded between the University Director, or the dean, and the Union of Danish Agricultural, Environmental and Horticultural Technologists. The University Director, or the dean, may have delegated this authority.

The right to negotiate and the right to conclude pay agreements may not be delegated to an organizational level below that of head of department/deputy director area. Heads of department/deputy directors may request the assistance of lower-level managers in connection with the negotiations, but the right to negotiate and the right to conclude pay agreements may not be delegated any further.

4. General information on supplements and one-off bonuses

Supplements consist of a minimum amount of DKK 7,000 per year (31 March 2012 level).

- Permanent and temporary supplements are pensionable.
- Supplements are adjusted in line with the general pay increases agreed through central collective bargaining or implemented in the pay adjustment scheme.
- Responsibility supplements are generally temporary, as they are paid for as long as the relevant responsibilities are undertaken.
- One-off bonuses consist of a minimum amount of DKK 10,000 (current level) and are generally non-pensionable.

5. Pay level

It is the university's goal that the pay of all employees should reflect the responsibilities involved and expertise required for a given position as well as the education, expert knowledge, experience and personal competencies required of the holder of the position.

6. New employees

When recruiting salaried staff, the local union representative for the relevant area is involved in the negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring relevant pay information and other data.

Negotiations concerning supplements in connection with recruitment are conducted by the relevant local union representative and the HR partner, subject to agreement with the head of department/deputy director.
Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate's pay.

The local union representative contacts the applicant about the pay negotiations. The pay negotiations are based on the pay level and the job category applicable to similar positions at Aarhus University.

Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

The pay negotiations for 2012 will be held in September, October and November, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 January 2012.

8. Contracting parties

The pay agreement is applicable from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for agricultural technologists, agricultural technicians and experimental technicians (the Union of Danish Agricultural, Environmental and Horticultural Technologists).

The pay agreement may be terminated subject to three months’ notice; however, by 31 December 2012 at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.

Aarhus, 12 September 2012
9. Regulations

- Circular on the trade union agreement for state-employed agricultural technologists/agricultural technicians as well as experimental technicians at Aarhus University (*Cirkulære om organisationaftale for jordbrugsteknologer/jordbrugsteknikere i staten samt forsøgsteknikere ved Aarhus Universitet*); the Agency for the Modernisation of Public Administration's circular no. 002-12
3.10 Administrative officers and surgery assistants

<table>
<thead>
<tr>
<th>PAY AGREEMENT FOR ADMINISTRATIVE OFFICERS AND SURGERY ASSISTANTS (THE UNION OF COMMERCIAL AND CLERICAL EMPLOYEES IN DENMARK (HK))</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Target group</strong></td>
</tr>
<tr>
<td>The pay agreement covers administrative officers and surgery assistants employed with Aarhus University in accordance with the circular on the trade union agreement for clerical staff, laboratory technicians and IT employees (the Union of Commercial and Clerical Employees in Denmark).</td>
</tr>
<tr>
<td><strong>2. Framework and purpose</strong></td>
</tr>
<tr>
<td>As agreed at the Main Liaison Committee (HSU) meeting on 18 January 2011, Aarhus University's HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university's HR policy goals.</td>
</tr>
<tr>
<td>Aarhus University wants to:</td>
</tr>
<tr>
<td>- Use the payroll funds in a targeted and strategic manner</td>
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<tr>
<td>- Ensure the right balance between competencies, performance and pay</td>
</tr>
<tr>
<td><strong>3. Pay system</strong></td>
</tr>
<tr>
<td>The pay agreement is based on the base pay system outlined in the trade union agreement.</td>
</tr>
<tr>
<td>Aarhus University and the union representatives of the Union of Commercial and Clerical Employees in Denmark have noted the intention of the parties to the collective agreement that employees' pay should develop in step with the individual employee's professional development as well as the parties' assumption that the base pay should be supplemented with the introduction of local supplements.</td>
</tr>
<tr>
<td>- Supplements may be awarded as qualification supplements or responsibility supplements.</td>
</tr>
<tr>
<td>- Supplements are stated in basic amounts (31 March 2012 level) and awarded as permanent or temporary supplements.</td>
</tr>
<tr>
<td>- One-off bonuses may be awarded for extraordinary work efforts.</td>
</tr>
<tr>
<td>Individual agreements concerning supplements for employees are concluded between the University Director, or the dean, and the union representatives of the Union of Commercial and Clerical Employees in Denmark at Aarhus University. The University Director, or the dean, may have delegated this authority.</td>
</tr>
</tbody>
</table>
The right to negotiate and the right to conclude pay agreements may not be delegated to an organisational level below that of head of department/deputy director area. Heads of department/deputy directors may request the assistance of lower-level managers in connection with the negotiations, but the right to negotiate and the right to conclude pay agreements may not be delegated any further.

### 4. General information on supplements and one-off bonuses

Supplements consist of a minimum amount of DKK 10,000 per year (31 March 2012 level). Advancement to a higher pay group may be agreed without the simultaneous award of a minimum amount.

- Permanent and temporary supplements are pensionable.
- Supplements are adjusted in line with the general pay increases agreed through central collective bargaining or implemented in the pay adjustment scheme.
- Responsibility supplements are generally temporary, as they are paid for as long as the relevant responsibilities are undertaken.
- One-off bonuses consist of a minimum amount of DKK 10,000 (current level) and are generally non-pensionable.

An annex to the pay agreement lists a number of examples of criteria which may form the basis of negotiations between the management and the union representatives of the Union of Commercial and Clerical Employees in Denmark concerning the payment of qualification supplements, recruitment supplements, retention supplements or responsibility supplements. The lists are not exhaustive.

### 5. Pay level

It is the university's goal that the pay of all employees should reflect the responsibilities involved and expertise required for a given position as well as the education, expert knowledge, experience and personal competencies required of the holder of the position.

The parties agree that advancement to a higher pay grade is a natural step if the sum of the pay at the current pay grade and of the agreed supplements will exceed the pay for the higher pay group.

Transition, if any, to employment in pay group 4 takes place according to a special assessment in the specific case.

In connection with advancement to a higher pay group, the future pay structure is based on negotiations between the management and the union representative.

### 6. New employees

When recruiting salaried staff, the local union representative for the relevant area is involved in the
negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring relevant pay information and other data.

Negotiations concerning supplements in connection with recruitment are conducted by the relevant local union representative and the HR partner, subject to agreement with the head of department/deputy director.

Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate's pay.

The local union representative contacts the applicant about the pay negotiations. The pay negotiations are based on the pay level and the job category applicable to similar positions at Aarhus University.

Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

The pay negotiations for 2012 will be held in September, October and November. However, the negotiations in 2012 will take effect retrospectively from 1 January 2012.

8. Contracting parties

The pay agreement is applicable from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for administrative officers and surgery assistants (the Union of Commercial and Clerical Employees in Denmark).
The pay agreement may be terminated subject to three months’ notice; however, by 31 December 2012 at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.

Aarhus, 13 September 2012

Birgit Roesen
Personnel Legal Manager

Helle Colding Seiersen
Union representative of the Union of Commercial and Clerical Employees in Denmark

9. Regulations

- Circular on the trade union agreement for clerical staff, laboratory technicians and IT employees (the Union of Commercial and Clerical Employees in Denmark) *(Cirkulære om organisationsaftale for kontorfunktionærer, laboranter og it-medarbejdere (HK))*; the Agency for the Modernisation of Public Administration’s circular no. 054-11.

EXAMPLES OF CRITERIA FOR THE AWARD OF SUPPLEMENTS TO ADMINISTRATIVE OFFICERS

Qualification supplements:

The following criteria are examples of criteria which may form the basis of the award of qualification supplements if the qualifications have not already been considered in connection with the pay group placement. The list is not exhaustive.

- Project Management
- Continuing/further education
- Work-related knowledge, including work experience relevant to performing the job
- Flexibility
- Servicemindedness
- Ability to work independently
- Social responsibility
- Contribution to fulfilling objectives and strategies, e.g. development contract, action plans etc.
- Balance in relation to similar positions in the rest of the labour market
- Recruitment and retention
- Insight into relevant special legislation
- Communication skills
- Specialist functions
- HR management
- Budget and financial responsibilities
- Independent decision-making authority
- Independent case handling
- Training and/or educational responsibilities
- Project participation
- Super user
- Special inconvenience compensation
- Language responsibilities
- Teaching responsibilities
- EU administration
- Managerial competencies, including HR management

**Responsibility supplements:**

The following criteria are examples of criteria which may form the basis of the award of responsibility supplements if the responsibilities have not already been considered in connection with the pay group placement. The list is not exhaustive.

- Budget and financial responsibilities
- Training and/or educational responsibilities
- Super user
- EU administration

**One-off bonuses:**

The following criteria are examples of criteria which may form the basis of the award of one-off bonuses. The list is not exhaustive:

- Special contributions in connection with project participation
- Special contributions in connection with organising and holding conferences, congresses etc.
- Special contributions in connection with restructuring
- Special contributions in connection with relocation, renovation etc.
- Special contributions in connection with introduction of new systems
- Special contributions in connection with extra workload
Social values:

- Collaborative skills
- Stability
- Efficiency
- Sense of responsibility
- Networking skills
- Loyal/good colleague
- Readiness to change
- Performance characterised by quality and creativity
- Overview
- Organisational skills
- Dynamic/committed

EXAMPLES OF CRITERIA FOR THE AWARD OF SUPPLEMENTS TO SURGERY ASSISTANTS

Qualification supplements:

The following criteria are examples of criteria which may form the basis of the award of qualification supplements if the qualifications have not already been considered in connection with the pay group placement. The list is not exhaustive.

- Continuing/further education
- Special responsibilities
- Work-related knowledge, including work experience relevant to performing the job
- Teaching/training and study-related responsibilities
- Organisational skills
- Clinic-related responsibilities
- User contact
- Insight into relevant special legislation
- Recruitment and retention
- Ability to work independently
- Flexibility
- Commitment
- Social responsibility
- Balance in relation to similar positions in the rest of the labour market
### Responsibility supplements:

The following criteria are examples of criteria which may form the basis of the award of responsibility supplements if the responsibilities have not already been considered in connection with the pay group placement. The list is not exhaustive.

- Managerial competencies, including HR management
- Account and budget responsibilities
- Special inconvenience compensation
- Transition and development tasks

### One-off bonuses:

The following criteria are examples of criteria which may form the basis of the award of one-off bonuses. The list is not exhaustive:

- Special contributions in connection with relocation, renovation etc.
- Special contributions in connection with restructuring
- Special contributions in connection with introduction of new systems
- Special contributions in connection with extra workloads

### Social values:

- Collaborative skills
- Stability
- Efficiency
- Sense of responsibility
## 3.11 Bilingual and trilingual secretaries

**PAY AGREEMENT FOR BILINGUAL AND TRILINGUAL SECRETARIES (THE UNION OF COMMUNICATION AND LANGUAGE PROFESSIONALS, DENMARK (KS))**

### 1. Target group

The pay agreement covers bilingual and trilingual secretaries employed with Aarhus University in accordance with the circular on the trade union agreement for state-employed bilingual and trilingual secretaries.

### 2. Framework and purpose

As agreed at the Main Liaison Committee (HSU) meeting on 18 January 2011, Aarhus University's HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university's HR policy goals.

Aarhus University wants to:

- Use the payroll funds in a targeted and strategic manner
- Ensure the right balance between competencies, performance and pay

### 3. Pay system

The pay agreement is based on the base pay system outlined in the collective agreement.

Aarhus University and the union representatives of the Union of Communication and Language Professionals, Denmark have noted the intention of the parties to the collective agreement that employees' pay should develop in step with the individual employee's professional development as well as the parties’ assumption that the base pay should be supplemented with the introduction of local supplements.

- Supplements may be awarded as qualification supplements or responsibility supplements.
- Supplements are stated in basic amounts (31 March 2012 level) and awarded as permanent or temporary supplements.
- One-off bonuses may be awarded for extraordinary work efforts.

Individual agreements concerning supplements for employees are concluded between the University Director, or the dean, and the union representatives of the Union of Communication and Language Professionals, Denmark at Aarhus University. The University Director, or the dean, may have delegated this authority.
The right to negotiate and the right to conclude pay agreements may not be delegated to an organisational level below that of head of department/deputy director area. Heads of department/deputy directors may request the assistance of lower-level managers in connection with the negotiations, but the right to negotiate and the right to conclude pay agreements may not be delegated any further.

4. General information on supplements and one-off bonuses

Qualification supplements consist of a minimum amount of DKK 15,000 per year (31 March 2012 level).

- Permanent and temporary supplements are pensionable.
- Supplements are adjusted in line with the general pay increases agreed through central collective bargaining or implemented in the pay adjustment scheme.
- Responsibility supplements are generally temporary, as they are paid for as long as the relevant responsibilities are undertaken.
- One-off bonuses consist of a minimum amount of DKK 10,000 (current level) and are generally non-pensionable.

Bilingual/trilingual supplement I:
A newly appointed bilingual/trilingual secretary may be awarded a pensionable qualification supplement of DKK 20,000 per year (31 March 2012 level) when the bilingual/trilingual secretary’s work experience (min. three years) is assessed to be relevant for handling the job.

Bilingual/trilingual supplement II:
A newly appointed bilingual/trilingual secretary may – in addition to bilingual/trilingual supplement I – be awarded a pensionable qualification supplement of DKK 20,000 per year (31 March 2012 level) when the bilingual/trilingual secretary’s work experience (min. six years) is assessed to be relevant for handling the job.

Additional qualification supplements are negotiated with new employees and in connection with subsequent pay negotiations based on the minimum amount of DKK 15,000 per year (31 March 2012 level).

5. Pay level

It is the university’s goal that the pay of all employees should reflect the responsibilities involved and expertise required for a given position as well as the education, expert knowledge, experience and personal competencies required of the holder of the position.

6. New employees

When recruiting salaried staff, the local union representative for the relevant area is involved in the
negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring relevant pay information and other data.

Negotiations concerning supplements in connection with recruitment are conducted by the relevant local union representative and the HR partner, subject to agreement with the head of department/deputy director.

Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate's pay.

The local union representative contacts the applicant about the pay negotiations. The pay negotiations are based on the pay level and the job category applicable to similar positions at Aarhus University.

Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

The pay negotiations for 2012 will be held in September, October and November. However, the negotiations in 2012 will take effect retrospectively from 1 January 2012.

8. Contracting parties

The pay agreement is applicable from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for bilingual and trilingual secretaries.

The pay agreement may be terminated subject to three months’ notice; however, by 31 December 2012
at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.

Aarhus, 13 September 2012

Birgit Roesen
Personnel Legal Manager

Bibiana Paluszewska
Union representative of the Union of Communication and Language Professionals, Denmark

Tinna Meyer
Union representative of the Union of Communication and Language Professionals, Denmark

Marie Louise Bro Pold
Union representative of the Union of Communication and Language Professionals, Denmark

9. Regulations

- Circular on the trade union agreement for state-employed bilingual and trilingual secretaries (Cirkulære om overenskomst for Korrespondenter i staten); the Agency for the Modernisation of Public Administration's circular no. 020-12.
3.12 Laboratory technicians

<table>
<thead>
<tr>
<th>PAY AGREEMENT FOR LABORATORY TECHNICIANS (THE UNION OF COMMERCIAL AND CLERICAL EMPLOYEES IN DENMARK (HK))</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Target group</strong></td>
</tr>
<tr>
<td>The pay agreement covers laboratory technicians employed with Aarhus University in accordance with the circular on the trade union agreement for clerical staff, laboratory technicians and IT employees (the Union of Commercial and Clerical Employees in Denmark).</td>
</tr>
<tr>
<td><strong>2. Framework and purpose</strong></td>
</tr>
<tr>
<td>As agreed at the Main Liaison Committee (HSU) meeting on 18 January 2011, Aarhus University's HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university's HR policy goals.</td>
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<td>Aarhus University wants to:</td>
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<td>- Use the payroll funds in a targeted and strategic manner</td>
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<td>- Ensure the right balance between competencies, performance and pay</td>
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<tr>
<td><strong>3. Pay system</strong></td>
</tr>
<tr>
<td>The pay agreement is based on the base pay system outlined in the trade union agreement.</td>
</tr>
<tr>
<td>Aarhus University and the union representatives of the Danish Laboratory Technicians Association (Dansk Laborantforening) have noted the intention of the parties to the collective agreement that employees' pay should develop in step with the individual employee's professional development as well as the parties' assumption that the base pay should be supplemented with the introduction of local supplements.</td>
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<td>- Supplements may be awarded as qualification supplements or responsibility supplements.</td>
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<tr>
<td>- One-off bonuses may be awarded for extraordinary work efforts.</td>
</tr>
<tr>
<td>Individual agreements concerning supplements for employees are concluded between the University Director, or the dean, and the union representatives of the Danish Laboratory Technicians Association at Aarhus University. The University Director, or the dean, may have delegated this authority.</td>
</tr>
</tbody>
</table>
The right to negotiate and the right to conclude pay agreements may not be delegated to an organisational level below that of head of department/deputy director area. Heads of department/deputy directors may request the assistance of lower-level managers in connection with the negotiations, but the right to negotiate and the right to conclude pay agreements may not be delegated any further.

4. General information on supplements and one-off bonuses

Supplements consist of a minimum amount of DKK 10,000 per year (31 March 2012 level). Advancement to a higher pay group may be agreed without the simultaneous award of a minimum amount.

- Permanent and temporary supplements are pensionable.
- Supplements are adjusted in line with the general pay increases agreed through central collective bargaining or implemented in the pay adjustment scheme.
- Responsibility supplements are generally temporary, as they are paid for as long as the relevant responsibilities are undertaken.
- One-off bonuses consist of a minimum amount of DKK 10,000 (current level) and are generally non-pensionable.

Laboratory assistants who have not completed a laboratory technician programme may, according to individual assessment, be placed in or advanced to pay group 2, rate I, if the relevant employees' personal qualifications/competencies or the circumstances otherwise warrant such placement or advancement.

An annex to the pay agreement lists a number of examples of criteria which may form the basis of negotiations between the management and the union representatives of the Danish Laboratory Technicians Association concerning the payment of qualification supplements, recruitment supplements, retention supplements or responsibility supplements. The lists are not exhaustive.

5. Pay level

It is the university's goal that the pay of all employees should reflect the responsibilities involved and expertise required for a given position as well as the education, expert knowledge, experience and personal competencies required of the holder of the position.

The parties agree that advancement to a higher pay group is a natural step if the sum of the pay in the current basic pay group and of the agreed supplements will exceed the pay for the higher pay group.

However, advancement to pay groups 6 and 7 takes place according to a specific assessment. It is thus not ruled out that an employee placed in pay group 5 may earn a total pay which corresponds to or ex-
ceeds the pay determined for pay groups 6 and 7.

In connection with advancement to a higher pay group, the future pay structure is based on negotiations between the management and the union representative.

### 6. New employees

When recruiting salaried staff, the local union representative for the relevant area is involved in the negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring relevant pay information and other data.

Negotiations concerning supplements in connection with recruitment are conducted by the relevant local union representative and the HR partner, subject to agreement with the head of department/deputy director.

Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate's pay.

The local union representative contacts the applicant about the pay negotiations. The pay negotiations are based on the pay level and the job category applicable to similar positions at Aarhus University.

Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

### 7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

The pay negotiations for 2012 will be held in September, October and November. However, the negotia-
8. Contracting parties

The pay agreement is applicable from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for laboratory technicians (the Danish Laboratory Technicians Association).

The pay agreement may be terminated subject to three months' notice; however, by 31 December 2012 at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.

Aarhus, ___ September 2012

Birgit Roesen
Personnel Legal Manager

Bertha P. Beck Mortensen
Union representative of the Danish Laboratory Technicians Association

9. Regulations

- Circular on the trade union agreement for clerical staff, laboratory technicians and IT employees (the Union of Commercial and Clerical Employees in Denmark) (Cirkulære om organisationsaftale for kontorfunktionærer, laboranter og it-medarbejdere (HK)); the Agency for the Modernisation of Public Administration's circular no. 054-11.

EXAMPLES OF CRITERIA FOR THE AWARD OF SUPPLEMENTS TO LABORATORY TECHNICIANS

Qualification supplements:
The following criteria are examples of criteria which may form the basis of the award of qualification supplements if the qualifications have not already been considered in connection with the pay group placement. The list is not exhaustive.
- Teaching and instruction of students, laboratory technicians and academic staff
- Work experience relevant to performing the job, including special knowledge about certain procedures and routines
- Relevant continuing and further education
- Sole responsibility (e.g. for techniques, equipment, patient exams, research projects, test planning and animal testing)
- Skills within innovation, development and strategic thinking
- Special commitment in connection with new duties

**Responsibility supplements:**
The following criteria are examples of criteria which may form the basis of the award of responsibility supplements if the responsibilities have not already been considered in connection with the pay group placement. The list is not exhaustive.

- Performance of safety-related tasks, e.g. registration of chemicals, waste handling, marking or implementation of new acts and regulations.
- Trainee responsibility at departmental level
- Administrative tasks such as purchasing/inventory management/budget/accounts/equipment administration
- Managerial tasks
- Handling and coordination of partner contact

**One-off bonuses:**
The following criteria are examples of criteria which may form the basis of the award of one-off bonuses. The list is not exhaustive:

- Major routine tasks
- Participation in projects of limited scope or duration – possibly outside the employee's area of expertise
- Removal/clearing/renovation/establishment

**Social values:**

- Responsibility towards colleagues and promoting good working conditions
- Collaborative skills
- Enterprising/creative
3.13 Cleaning assistants and property service technicians

PAY AGREEMENT FOR CLEANING ASSISTANTS AND PROPERTY SERVICE TECHNICIANS (THE UNITED FEDERATION OF DANISH WORKERS (3F))

1. Target group

The pay agreement covers cleaning assistants and property service technicians employed with Aarhus University in accordance with the circular on the trade union agreement for state-employed cleaning assistants, semiskilled workers and certain staff with vocational training etc. (the United Federation of Danish Workers).

2. Framework and purpose

As agreed at the Main Liaison Committee (HSU) meeting on 18 January 2011, Aarhus University's HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university's HR policy goals.

Aarhus University wants to:

- Use the payroll funds in a targeted and strategic manner
- Ensure the right balance between competencies, performance and pay

3. Pay system

The pay agreement is based on the base pay system outlined in the trade union agreement.

Aarhus University and the union representatives of the United Federation of Danish Workers have noted the intention of the parties to the collective agreement that employees’ pay should develop in step with the individual employee's professional development as well as the parties’ assumption that the base pay should be supplemented with the introduction of local supplements.

- Supplements may be awarded as qualification supplements or responsibility supplements.
- Supplements are stated in basic amounts (31 March 2012 level) and awarded as permanent or temporary supplements.
- One-off bonuses may be awarded for extraordinary work efforts.

Individual agreements concerning supplements for employees are concluded between the University Director, or the dean, and the union representatives of the United Federation of Danish Workers at Aarhus University. The University Director, or the dean, may have delegated this authority.
The right to negotiate and the right to conclude pay agreements may not be delegated to an organisational level below that of head of department/deputy director area. Heads of department/deputy directors may request the assistance of lower-level managers in connection with the negotiations, but the right to negotiate and the right to conclude pay agreements may not be delegated any further.

4. General information on supplements and one-off bonuses

Supplements consist of a minimum amount of DKK 7,000 per year (31 March 2012 level).

- Permanent and temporary supplements are pensionable.
- Supplements are adjusted in line with the general pay increases agreed through central collective bargaining or implemented in the pay adjustment scheme.
- Responsibility supplements are generally temporary, as they are paid for as long as the relevant responsibilities are undertaken.
- One-off bonuses consist of a minimum amount of DKK 10,000 (current level) and are generally non-pensionable.

**Supplements for assistant supervisors:**
Assistant supervisors are paid a pensionable responsibility supplement of DKK 40,000. (31 March 2012 level). The supplement is paid in respect of all working hours; supervisory hours as well as hours of manual work. The supplement is paid for as long as the responsibilities are undertaken and are reduced in connection with part-time employment.

An annex to the pay agreement lists a number of examples of criteria which may form the basis of negotiations between the management and the union representatives of the United Federation of Danish Workers concerning the payment of qualification supplements, recruitment supplements, retention supplements or responsibility supplements. The lists are not exhaustive.

5. Pay level

It is the university's goal that the pay of all employees should reflect the responsibilities involved and expertise required for a given position as well as the education, expert knowledge, experience and personal competencies required of the holder of the position.

6. New employees

When recruiting salaried staff, the local union representative for the relevant area is involved in the negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring relevant pay information and other data.
Negotiations concerning supplements in connection with recruitment are conducted by the relevant local union representative and the HR partner, subject to agreement with the head of department/deputy director.

Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate's pay.

The local union representative contacts the applicant about the pay negotiations. The pay negotiations are based on the pay level and the job category applicable to similar positions at Aarhus University.

Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

The pay negotiations for 2012 will be held in September, October and November. However, the negotiations in 2012 will take effect retrospectively from 1 January 2012.

8. Contracting parties

The pay agreement is used as the basis for the negotiation as from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for the United Federation of Danish Workers (cleaning assistants/property service technicians).

The pay agreement may be terminated subject to three months' notice; however, by 31 December 2012 at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.
Aarhus, 31 August 2012

Birgit Roesen
Personnel Legal Manager

Berit Basse
Union representative of the United Federation of Danish Workers, cleaning assistants

Henrik Normann Jørgensen
Union representative of the United Federation of Danish Workers, property service technicians

9. Regulations

- Circular on the trade union agreement for state-employed cleaning assistants, semiskilled workers and certain staff with vocational training etc. (the United Federation of Danish Workers) (Cirkulære om organisationsaftale for rengøringsassisterer, specialarbejdere og visse erhvervsuddannede m.fl. i staten mv. (3F)); the Agency for the Modernisation of Public Administration’s circular no. 046-11.

Annex – cleaning assistants

Supplements for new cleaning assistants with experience:

A newly appointed cleaning assistant may be awarded a pensionable qualification supplement of DKK 7,000 per year (31 March 2012 level) when the cleaning assistant's work experience (min. seven years) is assessed to be relevant for handling the job.

Additional qualification supplements may be negotiated with new employees and in connection with subsequent pay negotiations based on the minimum amount of DKK 7,000 per year (31 March 2012 level).
### EXAMPLES OF CRITERIA FOR THE AWARD OF SUPPLEMENTS AND ONE-OFF BONUSES

#### Qualification supplement:

The following criteria are examples of criteria which may form the basis of the award of qualification supplements if the qualifications have not already been considered in connection with the pay group placement. The list is not exhaustive.

- Training, education and courses within relevant specialist areas
- Individual qualifications/qualities/results/knowledge
- Professional initiative and commitment
- Service across lines of demarcation

#### Responsibility supplements:

The following criteria are examples of criteria which may form the basis of the award of responsibility supplements if the responsibilities have not already been considered in connection with the pay group placement. The list is not exhaustive.

- Participation in duty schemes
- Training/education responsibilities (apprentices, trainee responsibility)
- Machine operation/truck
- Purchasing and inventory management of goods
- Special assignments/responsibilities

#### One-off bonuses:

The following criteria are examples of criteria which may form the basis of the award of one-off bonuses. The list is not exhaustive:

- Peak loads (restructuring, long-term illness of colleagues, removals/refurbishments)

#### Social values:

- Inclusiveness
### 3.14 Employees in the service trade

**PAY AGREEMENT FOR THE FEDERATION OF EMPLOYEES IN THE SERVICE TRADE (THE GUARD AND SECURITY EMPLOYEES TRADE UNION) (SERVICEFORBUNDE (VSL))**

<table>
<thead>
<tr>
<th>1. Target group</th>
</tr>
</thead>
<tbody>
<tr>
<td>The pay agreement covers caretakers employed with Aarhus University in accordance with the circular on the trade union agreement for state-employed caretakers etc.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Framework and purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>As agreed at the Main Liaison Committee (HSU) meeting on 18 January 2011, Aarhus University's HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university's HR policy goals.</td>
</tr>
</tbody>
</table>

Aarhus University wants to:

- Use the payroll funds in a targeted and strategic manner
- Ensure the right balance between competencies, performance and pay

<table>
<thead>
<tr>
<th>3. Pay system</th>
</tr>
</thead>
<tbody>
<tr>
<td>The pay agreement is based on the base pay system outlined in the trade union agreement.</td>
</tr>
</tbody>
</table>

Aarhus University and the union representatives of the Federation of Employees in the Service Trade have noted the intention of the parties to the collective agreement that employees' pay should develop in step with the individual employee's professional development as well as the parties' assumption that the base pay should be supplemented with the introduction of local supplements.

- Supplements may be awarded as qualification supplements or responsibility supplements.
- Supplements are stated in basic amounts (31 March 2012 level) and awarded as permanent or temporary supplements.
- One-off bonuses may be awarded for extraordinary work efforts.

Individual agreements concerning supplements for employees are concluded between the University Director, or the dean, and the union representatives of the Federation of Employees in the Service Trade at Aarhus University. The University Director, or the dean, may have delegated this authority.

The right to negotiate and the right to conclude pay agreements may not be delegated to an organisa-
tional level below that of head of department/deputy director area. Heads of department/deputy directors may request the assistance of lower-level managers in connection with the negotiations, but the right to negotiate and the right to conclude pay agreements may not be delegated any further.

4. General information on supplements and one-off bonuses

Supplements consist of a minimum amount of DKK 7,000 per year (31 March 2012 level). Advancement to a higher pay group may be agreed without the simultaneous award of a minimum amount.

- Permanent and temporary supplements are pensionable.
- Supplements are adjusted in line with the general pay increases agreed through central collective bargaining or implemented in the pay adjustment scheme.
- Responsibility supplements are generally temporary, as they are paid for as long as the relevant responsibilities are undertaken.
- One-off bonuses consist of a minimum amount of DKK 10,000 (current level) and are generally non-pensionable. The amount may, at the employee’s discretion, be contributed to a pension plan under Organisations of Public Employees – Denmark (OAO).

An annex to the pay agreement lists a number of examples of criteria which may form the basis of negotiations between the management and the union representatives of the Federation of Employees in the Service Trade concerning the payment of qualification supplements, recruitment supplements, retention supplements or responsibility supplements. The lists are not exhaustive.

5. Pay level

It is the university's goal that the pay of all employees should reflect the responsibilities involved and expertise required for a given position as well as the education, expert knowledge, experience and personal competencies required of the holder of the position.

The parties agree that the management may introduce measures to improve the individual employee's qualifications. The parties have a common appreciation of the value of experience gained in different work areas and workplaces.

The parties agree that advancement from pay group 1 to pay group 2 is a natural step if the sum of the pay in pay group 1 and of the agreed supplements will exceed the pay in pay group 2. The parties also agree that advancement, if any, to pay group 3 (the highest level) may take place according to a specific assessment.

In connection with advancement to a higher pay group, the future pay structure is based on negotiations between the management and the union representative.
### 6. New employees

When recruiting salaried staff, the local union representative for the relevant area is involved in the negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring relevant pay information and other data.

Negotiations concerning supplements in connection with recruitment are conducted by the relevant local union representative and the HR partner, subject to agreement with the head of department/deputy director.

Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate’s pay.

The local union representative contacts the applicant about the pay negotiations. The pay negotiations are based on the pay level and the job category applicable to similar positions at Aarhus University.

Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

### 7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

Pay negotiations 2012 (the period from 1 April 2011 to 31 March 2012) will take place in September, October and November. However, the negotiations in 2012 will take effect retrospectively from 1 January 2012.
8. Contracting parties

The pay agreement is applicable from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for caretakers (the Federation of Employees in the Service Trade (the Guard and Security Employees Trade Union)).

The pay agreement may be terminated subject to three months' notice; however, by 31 December 2012 at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.

Aarhus, 14 September 2012

Birgit Roesen
Personnel Legal Manager

Michael Nielsen
Union representative of the Federation of Employees in the Service Trade, the Guard and Security Employees Trade Union

9. Regulations

- Circular on the trade union agreement for state-employed caretakers etc. (Cirkulære om organisationsaftale for vagtfunktionærer i staten mv.); the Agency for the Modernisation of Public Administration's circular no. 015-11.

EXAMPLES OF CRITERIA FOR THE AWARD OF SUPPLEMENTS

Qualification supplements:

The following criteria are examples of criteria which may form the basis of the award of qualification supplements if the qualifications have not already been considered in connection with the pay group placement. The list is not exhaustive.

- Continuing/further education
- Specially qualified task performance (use of the employee's special qualifications over and above the tasks specified in the job description)
- Work-related knowledge, including work experience relevant to performing the job
- Flexibility/sense of responsibility
- Renewal and strategic thinking
- Commitment in the daily work
- Contribution to increased work quality
- Servicemindedness
- Ability to work independently
- Social responsibility
- Individual results
- Balance in relation to similar positions in the rest of the labour market
- Recruitment and retention.
- Insight into relevant special legislation

**Responsibility supplements:**

The following criteria are examples of criteria which may form the basis of the award of responsibility supplements if the responsibilities have not already been considered in connection with the pay group placement. The list is not exhaustive.

- Specialist functions
- Managerial competencies, including HR management
- Independent decision-making authority
- Performance of complex tasks based on competencies gained in previous jobs
- Planning tasks and/or coordination tasks
- Transition and development tasks
- Budget and financial responsibilities
- Training or education responsibilities
- IT user responsibility/advanced IT functions
- Project participation
- Special inconvenience compensation
- Language responsibilities
- Teaching responsibilities

**One-off bonuses:**

The following criteria are examples of criteria which may form the basis of the award of one-off bonuses. The list is not exhaustive:

- Special contributions in connection with project participation
- Special contributions in connection with organising and holding conferences, congresses etc.
- Special contributions in connection with restructuring
### Social values:

Values expected at the time of employment

- Collaborative skills
- Stability
- Efficiency
- Sense of responsibility
- Loyal/good colleague

Weight is also attached to the following values:

- Readiness to change
- Performance characterised by quality and creativity
- Overview
- Good oral/written communication skills
- Organisational skills
- Dynamic/committed
### 3.15 Cleaners

**PAY AGREEMENT FOR CLEANERS (THE FEDERATION OF EMPLOYEES IN THE SERVICE TRADE (SERVICEFORBUNDET))**

<table>
<thead>
<tr>
<th>1. Target group</th>
</tr>
</thead>
<tbody>
<tr>
<td>The pay agreement covers cleaners employed with Aarhus University in accordance with the circular on the trade union agreement for state-employed cleaners etc.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Framework and purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>As agreed at the Main Liaison Committee (HSU) meeting on 18 January 2011, Aarhus University's HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university's HR policy goals.</td>
</tr>
</tbody>
</table>

Aarhus University wants to:

- Use the payroll funds in a targeted and strategic manner
- Ensure the right balance between competencies, performance and pay

<table>
<thead>
<tr>
<th>3. Pay system</th>
</tr>
</thead>
<tbody>
<tr>
<td>The pay agreement is based on the base pay system outlined in the trade union agreement.</td>
</tr>
</tbody>
</table>

Aarhus University and the union representatives of the Federation of Employees in the Service Trade have noted the intention of the parties to the collective agreement that employees' pay should develop in step with the individual employee's professional development as well as the parties' assumption that the base pay should be supplemented with the introduction of local supplements.

- Supplements may be awarded as qualification supplements or responsibility supplements.
- Supplements are stated in basic amounts (31 March 2012 level) and awarded as permanent or temporary supplements.
- One-off bonuses may be awarded for extraordinary work efforts.

Individual agreements concerning supplements for employees are concluded between the University Director, or the dean, and the union representatives of the Federation of Employees in the Service Trade at Aarhus University. The University Director, or the dean, may have delegated this authority.

The right to negotiate and the right to conclude pay agreements may not be delegated to an organisa-
tional level below that of head of department/deputy director area. Heads of department/deputy directors may request the assistance of lower-level managers in connection with the negotiations, but the right to negotiate and the right to conclude pay agreements may not be delegated any further.

4. General information on supplements and one-off bonuses

Supplements consist of a minimum amount of DKK 7,000 per year (31 March 2012 level).

- Permanent and temporary supplements are pensionable.
- Supplements are adjusted in line with the general pay increases agreed through central collective bargaining or implemented in the pay adjustment scheme.
- Responsibility supplements are generally temporary, as they are paid for as long as the relevant responsibilities are undertaken.
- One-off bonuses consist of a minimum amount of DKK 10,000 (current level) and are generally non-pensionable.

Supplements for assistant supervisors:
Assistant supervisors are paid a pensionable responsibility supplement of DKK 40,000. (31 March 2012 level). The supplement is paid in respect of all working hours; supervisory hours as well as hours of manual work. The supplement is paid for as long as the responsibilities are undertaken and are reduced in connection with part-time employment.

Supplements for new employees with experience:
A newly appointed cleaner may be awarded a pensionable qualification supplement of DKK 7,000 per year (31 March 2012 level) when the cleaner’s work experience (min. seven years) is assessed to be relevant for handling the job.

Additional qualification supplements may be negotiated with new employees and in connection with subsequent pay negotiations based on the minimum amount of DKK 7,000 per year (31 March 2012 level).

5. Pay level

It is the university’s goal that the pay of all employees should reflect the responsibilities involved and expertise required for a given position as well as the education, expert knowledge, experience and personal competencies required of the holder of the position.

The parties agree that advancement to a higher pay group takes place according to a specific assessment.

In connection with advancement to a higher pay group, the future pay structure is based on nego-
tions between the management and the union representative.

6. New employees

When recruiting salaried staff, the local union representative for the relevant area is involved in the negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring relevant pay information and other data.

Negotiations concerning supplements in connection with recruitment are conducted by the relevant local union representative and the HR partner, subject to agreement with the head of department/deputy director.

Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate's pay.

The local union representative contacts the applicant about the pay negotiations. The pay negotiations are based on the pay level and the job category applicable to similar positions at Aarhus University.

Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

The pay negotiations for 2012 will be held in September, October and November. However, the negotiations in 2012 will take effect retrospectively from 1 January 2012.
8. Contracting parties

The pay agreement is applicable from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for cleaners (the Federation of Employees in the Service Trade).

The pay agreement may be terminated subject to three months' notice; however, by 31 December 2012 at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.

Aarhus, 28 September 2012

Birgit Roesen
Personnel Legal Manager

Kjeld M. Søndergaard
Union representative of the Federation of Employees in the Service Trade

9. Regulations

- Circular on the trade union agreement for state-employed cleaners etc. (*Cirkulære om organisationsaftale for sanitører i staten mv.*); the Agency for the Modernisation of Public Administration's circular no. 053-11.
## Pay Agreement for Technical Designers etc.

**PAY AGREEMENT FOR TECHNICAL DESIGNERS ETC. (THE DANISH ASSOCIATION OF PROFESSIONAL TECHNICIANS (TEKNISK LANDSFORBUND))**

### 1. Target group

The pay agreement covers employees employed with Aarhus University in accordance with the circular on the trade union agreement for technical designers, building technicians, production technologists, constructing engineers, process technologists, museum conservation technicians/BSc, equipment supervisors and technical designer trainees etc.

### 2. Framework and purpose

As agreed at the Main Liaison Committee (HSU) meeting on 18 January 2011, Aarhus University’s HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university’s HR policy goals.

Aarhus University wants to:

- Use the payroll funds in a targeted and strategic manner
- Ensure the right balance between competencies, performance and pay

### 3. Pay system

The pay agreement is based on the base pay system outlined in the trade union agreement.

Aarhus University and the union representatives of the Danish Association of Professional Technicians have noted the intention of the parties to the collective agreement that employees' pay should develop in step with the individual employee's professional development as well as the parties' assumption that the base pay should be supplemented with the introduction of local supplements.

- Supplements may be awarded as qualification supplements or responsibility supplements.
- Supplements are stated in basic amounts (31 March 2012 level) and awarded as permanent or temporary supplements.
- One-off bonuses may be awarded for extraordinary work efforts.

Individual agreements concerning supplements for employees are concluded between the University Director, or the dean, and the union representatives of the Danish Association of Professional Technicians at Aarhus University. The University Director, or the dean, may have delegated this authority.
The right to negotiate and the right to conclude pay agreements may not be delegated to an organisatio-
nal level below that of head of department/deputy director area. Heads of department/deputy dire-
tors may request the assistance of lower-level managers in connection with the negotiations, but the
right to negotiate and the right to conclude pay agreements may not be delegated any further.

4. General information on supplements and one-off bonuses

Supplements consist of a minimum amount of DKK 7,000 per year (31 March 2012 level).

- Permanent and temporary supplements are pensionable.
- Supplements are adjusted in line with the general pay increases agreed through central collect-
tive bargaining or implemented in the pay adjustment scheme.
- Responsibility supplements are generally temporary, as they are paid for as long as the relevant
  responsibilities are undertaken.
- One-off bonuses consist of a minimum amount of DKK 10,000 (current level) and are generally
  non-pensionable.

An annex to the pay agreement lists a number of examples of criteria which may form the basis of nego-
tiations between the management and the union representatives of the Danish Association of Profes-
sional Technicians concerning the payment of qualification supplements, recruitment supplements, re-
tention supplements or responsibility supplements. The lists are not exhaustive.

5. Pay level

It is the university's goal that the pay of all employees should reflect the responsibilities involved and
expertise required for a given position as well as the education, expert knowledge, experience and per-
sonal competencies required of the holder of the position.

6. New employees

When recruiting salaried staff, the union representative authorised to negotiate for the relevant area is
involved in the negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring rele-
vant pay information and other data.

Negotiations concerning supplements in connection with recruitment are conducted by the relevant
local union representative and the HR partner, subject to agreement with the head of depart-
ment/deputy director.
Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate's pay.

The local union representative contacts the applicant about the pay negotiations. The pay negotiations are based on the pay level and the job category applicable to similar positions at Aarhus University.

Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

### 7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

The pay negotiations for 2012 will be held in September, October and November. However, the negotiations in 2012 will take effect retrospectively from 1 January 2012.

### 8. Contracting parties

The pay agreement is applicable from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for technical designers etc. (the Danish Association of Professional Technicians).

The pay agreement may be terminated subject to three months' notice; however, by 31 December 2012 at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.

Aarhus, 10 September 2012

Birgit Roesen
Personnel Legal Manager
9. Regulations

- Circular on the trade union agreement for technical designers, building technicians, production technologists, constructing engineers, process technologists, museum conservation technicians/BSc, equipment supervisors and technical designer trainees etc. (Cirkulære om organisationsaftale for tekniske designere, byggeteknikere, produktionsteknologer, bygningskonstruktører, procesteknologer, konserveringsteknikere/B.Sc., inventarkonduktører og tekniske designerelever m.fl.); the Agency for the Modernisation of Public Administration's circular no. 045-11.

EXAMPLES OF CRITERIA FOR THE AWARD OF SUPPLEMENTS TO TECHNICAL DESIGNERS ETC.

Qualification supplements:

The following criteria are examples of criteria which may form the basis of the award of qualification supplements if the qualifications have not already been considered in connection with the pay group placement. The list is not exhaustive.

- Qualifications within specialist areas (e.g. workshop training courses)
- Continuing/further education (e.g. refrigeration engineer programme)
- Work-related knowledge, including work experience relevant to performing the job.
- Flexibility
- Servicemindedness
- Ability to work independently
- Social responsibility
- Individual results
- Balance in relation to similar positions in the rest of the labour market
- Recruitment and retention.

Responsibility supplements:

The following criteria are examples of criteria which may form the basis of the award of responsibility supplements if the responsibilities have not already been considered in connection with the pay group placement. The list is not exhaustive.
- Specialist functions
- Managerial competencies, including HR management
- Independent decision-making authority
- Budget and financial responsibilities
- Training or education responsibilities
- Project participation
- IT user responsibility/advanced IT functions
- Special inconvenience compensation
- Independent case handling
- Language responsibilities
- Teaching responsibilities

**One-off bonuses:**

The following criteria are examples of criteria which may form the basis of the award of one-off bonuses. The list is not exhaustive:

- Special contributions in connection with project participation
- Special contributions in connection with organising and holding conferences, congresses etc.
- Special contributions in connection with restructuring
- Special contributions in connection with relocation, renovation etc.
- Special contributions in connection with introduction of new systems
- Special contributions in connection with extra workloads

**Social values:**

- Collaborative skills
- Stability
- Efficiency
- Sense of responsibility
- Loyal/good colleague

**Weight is also attached to the following values:**

- Readiness to change
- Performance characterised by quality and creativity
- Overview
- Good oral/written communication skills
- Organisational skills
- Dynamic/committed
3.17 Public servants/ staff with public servant status

<table>
<thead>
<tr>
<th>PAY AGREEMENT FOR PUBLIC SERVANTS/STAFF WITH PUBLIC SERVANT STATUS (THE DANISH ASSOCIATION OF TECHNICAL AND ADMINISTRATIVE PUBLIC SERVANTS (FORENINGEN AF TEKNISKE OG ADMINISTRATIVE TJENESTEMÆND (TAT))/THE DANISH UNION OF PUBLIC SERVANTS WITH THE MINISTRY OF FOOD, AGRICULTURE AND FISHERIES AND THE MINISTRY OF EDUCATION ETC. (FORBUNDET FOR TJENESTEMÆND VED FØDEVARE- OG UNDERSKINNINGSMINISTERIET M. FL. (FFT))</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Target group</strong></td>
</tr>
<tr>
<td>The pay agreement covers public servants/staff with public servant status employed with Aarhus University in accordance with agreements concluded between the Danish Ministry of Finance and the Danish Association of Technical and Administrative Public Servants and the Danish Union of Public Servants with the Ministry of Food, Agriculture and Fisheries and the Ministry of Education etc.</td>
</tr>
<tr>
<td><strong>2. Framework and purpose</strong></td>
</tr>
<tr>
<td>As agreed at the Main Liaison Committee (HSU) meeting on 18 January 2011, Aarhus University’s HR policy constitutes the framework for the pay agreement, the pay agreement being a tool for achieving the university’s HR policy goals.</td>
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<td>Aarhus University wants to:</td>
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<tr>
<td>• Use the payroll funds in a targeted and strategic manner</td>
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<tr>
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</tbody>
</table>
| Aarhus University and the union representatives of the Danish Association of Technical and Administrative Public Servants and the Danish Union of Public Servants with the Ministry of Food, Agriculture and Fisheries and the Ministry of Education etc. have noted the intention of the parties to the collective agreement that employees' pay should develop in step with the individual employee's professional development as well as the parties' assumption that the base pay should be supplemented with the intro-
ducation of local supplements.

- Supplements may be awarded as qualification supplements or responsibility supplements.
- Supplements are stated in basic amounts (31 March 2012 level) and awarded as permanent or temporary supplements.
- One-off bonuses may be awarded for extraordinary work efforts.

Individual agreements concerning supplements for employees are concluded between the University Director, or the dean, and the union representatives of the Danish Association of Technical and Administrative Public Servants and the Danish Union of Public Servants with the Ministry of Food, Agriculture and Fisheries and the Ministry of Education etc. at Aarhus University. The University Director, or the dean, may have delegated this authority.

The right to negotiate and the right to conclude pay agreements may not be delegated to an organisational level below that of head of department/deputy director area. Heads of department/deputy directors may request the assistance of lower-level managers in connection with the negotiations, but the right to negotiate and the right to conclude pay agreements may not be delegated any further.

4. General information on supplements and one-off bonuses

Supplements consist of a minimum amount of DKK 7,000 per year (31 March 2012 level). Advancement to a higher pay group may be agreed without the simultaneous award of a minimum amount (the Danish Association of Technical and Administrative Public Servants).

- Permanent and temporary supplements are pensionable.
- Supplements are adjusted in line with the general pay increases agreed through central collective bargaining or implemented in the pay adjustment scheme.
- Responsibility supplements are generally temporary, as they are paid for as long as the relevant responsibilities are undertaken.
- One-off bonuses consist of a minimum amount of DKK 10,000 (current level) and are generally non-pensionable.

An annex to the pay agreement lists a number of examples of criteria which may form the basis of negotiations between the management and the union representatives of the Danish Association of Technical
and Administrative Public Servants and the Danish Union of Public Servants with the Ministry of Food, Agriculture and Fisheries and the Ministry of Education etc. concerning the payment of qualification supplements, recruitment supplements, retention supplements or responsibility supplements. The lists are not exhaustive.

5. Pay level

It is the university’s goal that the pay of all employees should reflect the responsibilities involved and expertise required for a given position as well as the education, expert knowledge, experience and personal competencies required of the holder of the position.

The parties agree that advancement to a higher pay group is a natural step if the sum of the pay at the current pay grade and of the agreed supplements will exceed the pay for the higher pay group (the Danish Association of Technical and Administrative Public Servants).

In connection with advancement to a higher pay group, the future pay structure is based on negotiations between the management and the union representative.

6. New employees

When recruiting salaried staff, the local union representative for the relevant area is involved in the negotiation of pay.

The HR partner provides assistance throughout the negotiation process, for example by procuring relevant pay information and other data.

Negotiations concerning supplements in connection with recruitment are conducted by the relevant local union representative and the HR partner, subject to agreement with the head of department/deputy director.

Once the management has approved a recommendation regarding an appointment and has offered the position to the recommended candidate, the management – possibly via the HR partner – contacts the local union representative to arrange the negotiation of the candidate’s pay.
The local union representative contacts the applicant about the pay negotiations. The pay negotiations are based on the pay level and the job category applicable to similar positions at Aarhus University.

Any agreement concerning supplement(s) must be formalised using an agreement template, which must be signed by the parties authorised to sign such an agreement and which forms the basis of the final offer of employment with Aarhus University.

7. Negotiation procedure

Pay negotiations for employees are conducted each year. The annual pay negotiations take place in March, April, May and June, with the possibility of agreeing on permanent/temporary supplements to take effect retrospectively from 1 April. Responsibility supplements are normally also awarded with effect from 1 April; however, with effect from the date on which the responsibilities are undertaken at the earliest.

In addition, proposals for extraordinary payments or increased supplements for employees may be made at any time by both the management and the union representative. The aim is for the consideration of such proposals to take no longer than one month.

The pay negotiations for 2012 will be held in September, October and November. However, the negotiations in 2012 will take effect retrospectively from 1 January 2012.

8. Contracting parties

The pay agreement is applicable from the pay negotiations for 2012 and replaces all previous pay agreements at Aarhus University as a whole for the Danish Association of Technical and Administrative Public Servants and the Danish Union of Public Servants with the Ministry of Food, Agriculture and Fisheries and the Ministry of Education etc.

The pay agreement may be terminated subject to three months’ notice; however, by 31 December 2012 at the earliest. Subject to agreement between the parties, both parties may request adjustments on an ongoing basis.
Aarhus, ___ September 2012

Birgit Roesen
Personnel Legal Manager

Aase Pedersen
Union representative of the Danish Association of Technical and Administrative Public Servants

Jens Falster Pedersen
Union representative of the Danish Union of Public Servants with the Ministry of Food, Agriculture and Fisheries and the Ministry of Education etc.

9. Regulations

- Circular on the agreement on a new pay system for public servants and staff with public servant status covered by the negotiation area of the Danish Association of Technical and Administrative Public Servants (TAT) (Cirkulære om aftale om nyt lønsystem for tjenestemænd og tjenestemandslignende ansatte inden for Foreningen af tekniske og administrative tjenestemænds forhandlingsområde (TAT)); the Agency for the Modernisation of Public Administration's circular no. 028-09.

- Circular on the trade union agreement for selected groups of public servants and staff with public servant status covered by the negotiation area of the Organisations of Public Employees – Denmark, state group (OAO-S) (Cirkulære om organisationsaftale for udvalgte grupper af tjenestemænd og tjenestemandslignende ansatte under OAO-S’ forhandlingsområde); the Agency for
EXAMPLES OF CRITERIA FOR THE AWARD OF SUPPLEMENTS TO PUBLIC SERVANTS

Qualification supplements:

The following criteria are examples of criteria which may form the basis of the award of qualification supplements if the qualifications have not already been considered in connection with the pay group placement. The list is not exhaustive.

- Education within relevant specialist areas
- Relevant courses
- Personal qualifications/qualities/managerial competencies
- Individual initiative/results
- Professional commitment
- Excellent collaborative skills
- Special responsibilities
- Relevant further education
- Quality of task performance
- Experience via job rotation/job switch
- Particularly relevant knowledge/skills
- Specific academic competencies
- High-level administrative competencies
- Expanded foreign language skills
- IT competencies
- Strategic and combinatorial thinking
- Collaboration, flexibility and readiness to change
- Ability to collaborate and coordinate
- Ability to independently handle an academic area
- Enterprising and creative skills
- Communication and dissemination skills
- Documented results that support the unit and the targets of the unit organisation
- Particularly high level of efficiency and quality in the task performance
- Responsibility and commitment
- Flexibility
- Focus on results
- Focus on development
- Recruitment and retention

**Responsibility supplements:**

The following criteria are examples of criteria which may form the basis of the award of responsibility supplements if the responsibilities have not already been considered in connection with the pay group placement. The list is not exhaustive.

- Purchasing and inventory management of goods
- Training and education responsibilities
- Service, instruction in the use of AV equipment
- On-call service
- Machine operation/truck
- Snow removal duty
- Specialist responsibilities
- Complexity in the job
- Project management
- Pro IT super user
- Participation in projects and networks
- Secretariat function for internal and external committees and projects
- Person-related special tasks involving particularly demanding responsibilities and functions
- Cross-organisational and coordinating tasks
- Academic sparring with and training of colleagues, including teaching activities

**One-off bonuses:**

The following criteria are examples of criteria which may form the basis of the award of one-off bonuses. The list is not exhaustive:

- Extraordinary transfers
- Extra workloads in connection with long-term illness of colleagues
- Absence of manager
- Extraordinary effort
- Flexibility and transition
- Other cross-organisational functions where the employee's contribution benefits the department's management; including a good working climate and collaboration between employees
and management

- Special inconvenience compensation not covered by any of the other supplements
- Quality of the task performance
- Results achieved
- Contribution to a constructive and creative process

**Social values:**

- Social commitment vis-à-vis colleagues
4. Appendices

4.1 Table of basic figures

<table>
<thead>
<tr>
<th>31 March 2012 level</th>
<th>1 October 1997 level</th>
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</tr>
<tr>
<td>DKK 250,000.00</td>
<td>DKK 190,743.59</td>
</tr>
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</table>

Bonuses determined by agreement are converted and rounded off in accordance with the rules for conversation of the Danish Agency for the Modernisation of Public Administration.
4.2 Salary structure
The net salary for academic staff consists of:

- Basic salary in accordance with AC-overenskomsten: level 4 (biennial), level 5, level 6 and level 8.
- Agreed standard bonuses, cf. Stillingsstrukturen
- Any relevant qualification bonuses in accordance with the salary agreement catalogue
- Any relevant function bonuses in accordance with the salary agreement catalogue (not stated below).

**Research assistants**

<table>
<thead>
<tr>
<th>Position</th>
<th>Basic salary level</th>
<th>Standard bonus</th>
<th>Qualification bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research assistant</td>
<td>Level 4 (lowest)</td>
<td>DKK 37,200</td>
<td>Up to DKK 30,000</td>
</tr>
<tr>
<td>Research assistant</td>
<td>Level 8 (highest)</td>
<td>DKK 37,200</td>
<td></td>
</tr>
</tbody>
</table>

**Postdocs, assistant professors and researchers**

<table>
<thead>
<tr>
<th>Position</th>
<th>Basic salary level</th>
<th>Standard bonus</th>
<th>Qualification bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post.doc./assistant professor</td>
<td>Level 6 (lowest)</td>
<td>DKK 49,300</td>
<td>Up to DKK 30,000</td>
</tr>
<tr>
<td>Post.doc./assistant professor</td>
<td>Level 8 (highest)</td>
<td>DKK 49,300</td>
<td></td>
</tr>
</tbody>
</table>

**Associate professors/senior researchers**

<table>
<thead>
<tr>
<th>Position</th>
<th>Basic salary level</th>
<th>Standard bonus</th>
<th>Qualification bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate professor A</td>
<td>Level 8</td>
<td>DKK 87,900</td>
<td>Associate professor A up to DKK 45,000 +</td>
</tr>
<tr>
<td>Associate professor B</td>
<td>Level 8</td>
<td>DKK 87,900</td>
<td>Associate professor A up to DKK 45,000 + Associate professor B up to DKK 45,000 +</td>
</tr>
<tr>
<td>Associate professor C</td>
<td>Level 8</td>
<td>DKK 87,900</td>
<td>Associate professor A up to DKK 45,000 + Associate professor B up to DKK 45,000 + Associate professor C up to DKK 45,000 +</td>
</tr>
</tbody>
</table>
### MSO professors

<table>
<thead>
<tr>
<th>Position</th>
<th>Basic salary</th>
<th>Standard and qualification bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSO professor A</td>
<td>Level 8</td>
<td>MSO bonus of DKK 171,700 plus standard bonus of DKK 51,400</td>
</tr>
<tr>
<td>MSO professor B</td>
<td>Level 8</td>
<td>MSO professor A bonus + MSO professor B bonus of DKK 15,000</td>
</tr>
</tbody>
</table>

### Professors on salary level 37

<table>
<thead>
<tr>
<th>Position</th>
<th>Salary level</th>
<th>Qualification bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor A</td>
<td>37</td>
<td>A bonus of DKK 51,400</td>
</tr>
<tr>
<td>Professor B</td>
<td>37</td>
<td>A bonus of DKK 51,400 + B bonus of up to DKK 45,000</td>
</tr>
<tr>
<td>Professor C</td>
<td>37</td>
<td>A bonus of DKK 51,400 + B bonus of DKK 45,000 + C bonus of up to DKK 45,000</td>
</tr>
</tbody>
</table>

### Professors on salary level 38

<table>
<thead>
<tr>
<th>Position</th>
<th>Salary level</th>
<th>Qualification bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor A</td>
<td>38</td>
<td>A bonus of DKK 51,400</td>
</tr>
<tr>
<td>Professor B</td>
<td>38</td>
<td>A bonus of DKK 51,400 + B bonus of up to DKK 45,000</td>
</tr>
<tr>
<td>Professor C</td>
<td>38</td>
<td>A bonus of DKK 51,400 + B bonus of DKK 45,000 + C bonus in modules of DKK 15,000</td>
</tr>
</tbody>
</table>
4.3 Negotiating procedure in connection with annual salary negotiations

The decentralised salary negotiating procedure reflects the process on which the Danish Ministry of Finance and the trade unions have agreed for contract negotiations. So it is the elected trade union representatives at ST who negotiate salaries on behalf of staff. However, professors on salary level 37 and salary level 38, as well as chief consultants and special consultants, have independent powers of negotiation.

The dean authorises the head of department to negotiate for the management within the framework of this catalogue for all the staff at the department. HR takes part in the negotiations alongside the department management.

| **Salaries are negotiated once a year** | Prior to negotiations, relevant material is sent to the manager concerned and the union representatives who are entitled to negotiate. |
| **Liaison committees are informed prior to salary negotiations** | To ensure the transparency of the process, liaison committees will be informed about the expected time frame for the negotiations. Decentralised criteria regarding bonus awards may also be discussed, included prioritised areas of focus. |
| **Each department organises its own negotiation process** | The strongest possible connection must be established between financial responsibility and responsibility for staff, including the connection between salary levels and fulfilling the goals of the department. |
| **Bonus applications via PeopleXS** | Staff apply for salary improvements via PeopleXS, which can be found using a link on the staff pages at scitech.au.dk |
| **Preparation of negotiations** | The management and trade unions exchange applications/recommendations prior to the first negotiating meeting, enabling both parties to prepare for the negotiations. In the absence of any agreement to the contrary, professors may exchange applications/recommendations directly with their own managers. |
| **Salary negotiations are a two-way dialogue** | Managers and union representatives have a shared responsibility for the progress and dialogue of the process. All the proposals submitted must be negotiated. |
| **Reasons** | The criteria for bonuses stated in the salary catalogue state the reasons for either granting or refusing bonuses. The management give reasons to staff applying for salary improvements. |
| **Evaluation of negotiating process and results** | The evaluation, which also includes relevant statistical material and proposals for potential improvements, is discussed subsequently by the liaison committees. HR will produce the evaluation. |
### 4.4 Qualification staircase for academic staff

**Salary level April 1, 2013**

*excl. pension in DKK*

<table>
<thead>
<tr>
<th>Position</th>
<th>Salary Level 37</th>
<th>Salary Level 38</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior researchers/associate professors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Base salary</td>
<td>28964</td>
<td>46409</td>
</tr>
<tr>
<td>Senior researchers/associate professor bonus</td>
<td>7425</td>
<td>4283</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>36389</strong></td>
<td><strong>53692</strong></td>
</tr>
<tr>
<td>Professors on salary level 37</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Base salary</td>
<td>43425</td>
<td>46409</td>
</tr>
<tr>
<td>Professor bonus A</td>
<td>4283</td>
<td>4283</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>47708</strong></td>
<td><strong>53692</strong></td>
</tr>
</tbody>
</table>

Base professor (LR 37) - base senior researchers/associate professors salary  

Base professor (LR 38) - base senior researchers/associate professors salary  

Base professor (LR 38) - base professor (LR 37)  

The qualification staircase for academic staff is drawn upon the basis of existing figures from April 1, 2013.
### 4.5 Overview of the number of students on Science and Technology programmes

| Degree programmes                                                                 | Total no. of students: (2011) | Amount cf. list |
|-----------------------------------------------------------------------------------|-------------------------------|-----------------
<p>| Bachelor degree programme in Agriculture, Food and the Environment (1)            | (1): 59 Bachelor             | (1) = 17,000    |
| Master degree programme in Agrobiology (2)                                        | (2): 20+6 Master              | (2+3) = 17,000  |
| Master degree programme in Sustainable Animal Nutrition and Feeding (3)          | (3): 23                       | (4) = 0         |
| Master degree programme in Agro-Environmental Management (4) (Agriculture, Nature and the Environment) | Total: 108                    |                 |
| Master degree programme in Molecular Nutrition and Food Technology (5)            | (5): 26 Master                | (5) = 17,000    |
| Bachelor and Master degree programme in Bioinformatics (6)                        | (6): 10 Master                | (6) = 0         |
| Bachelor and Master degree programme in Nanoscience (7)                           | (7): 85 Bachelor 79 Master    | (7) = 17,000    |
| Total: 164                                                                        |                               |                 |
| Bachelor and Master degree programme in Mathematics (8)                           | (8): 218 Bachelor 53 Master   | (8) = 34,100    |
| Master degree programme in Statistics (9)                                          | (9): 21 Master                | (9) = 0         |
| Bachelor and Master degree programme in Mathematics-Economics (10)                | (10): 126 Bachelor 60 Master  | (10) = 17,000   |
| Total: 457                                                                        |                               |                 |
| Bachelor and Master degree programme in Biology (11)                               | (11): 396 Bachelor 159 Master | (11) = 34,100   |
| Total: 555                                                                        |                               |                 |
| Bachelor and Master degree programme in Geology and Master degree programme in Geophysics (13) | Geology                      | (13) = 17,000   |
| Geology                                                                           | (13): 96 Bachelor 39 Master   |                 |
| Geophysics                                                                        | (13): 5 Master Geotechnology |                 |
| (13): 7 Bachelor Geotechnology                                                    | (13) = 17,000                |                 |
| Total: 147                                                                        |                               |                 |
| Bachelor and Master degree programme in Physics and Master degree programme in Astronomy (14) | Physics                      | (14) = 34,100   |
| Master degree programme in Science Studies (15) (see explanation in appendix 7.5.1) | Physics                      | (15) = 17,000   |
| Physics                                                                           | (14): 278 Bachelor 110 Master |                 |
| Astronomy                                                                         | (14): 17 Master               |                 |
| Science Studies                                                                    | (15): 58 Bachelor 1 Master    |                 |
| Total: 406                                                                        |                               |                 |</p>
<table>
<thead>
<tr>
<th>Programme</th>
<th>Bachelor Students</th>
<th>Master Students</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor and Master degree programme in Chemistry (16)</td>
<td>127 Bachelor, 91 Master</td>
<td>Technical Physics</td>
<td>314</td>
</tr>
<tr>
<td>Bachelor and Master degree programme in Medical Chemistry (17)</td>
<td>2 Bachelor, 9 Master</td>
<td>130 Bachelor, 82 Master</td>
<td></td>
</tr>
<tr>
<td>Bachelor and Master degree programme in Computer Science (19)</td>
<td>357 Bachelor, 162 Master</td>
<td></td>
<td>826</td>
</tr>
<tr>
<td>Bachelor degree programme in IT and Master degree programme in IT Product Development (20)</td>
<td>166 Bachelor IT Product Development</td>
<td>31 Master</td>
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</tr>
<tr>
<td>EVU for Computer Science (21)</td>
<td>110 Master</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bachelor and Master degree programme in Molecular Biology (22)</td>
<td>223 Bachelor, 135 Master</td>
<td></td>
<td>512</td>
</tr>
<tr>
<td>Bachelor and Master degree programme in Molecular Medicine (23)</td>
<td>154 Bachelor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master degree programme in Biomedical Technology (MSc in engineering) (24)</td>
<td>9 Master</td>
<td></td>
<td>49</td>
</tr>
<tr>
<td>Biomedical Technology (MSc in medicine) (25)</td>
<td>15 Master</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Biomedical Technology (26)</td>
<td>25 Master</td>
<td></td>
<td></td>
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<tr>
<td>Master degree programme in Biosystems Engineering (cand.scient.techn.) (27)</td>
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<td></td>
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<tr>
<td>Biosystems Engineering (MSc in engineering) (28)</td>
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<td>Architectural Engineering (MSc in engineering) (29)</td>
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<tr>
<td>Optics and Electronics (MSc in engineering) (32)</td>
<td>10 Master</td>
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<tr>
<td>Process Technology (MSc in engineering) (33)</td>
<td>47 Master</td>
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<tr>
<td>Technical Geology (MSc in engineering) (34)</td>
<td>9 Master</td>
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<td></td>
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<tr>
<td>Technical IT (cand.scient.techn.) (35)</td>
<td>8 Master</td>
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<tr>
<td>Technical (MSc in engineering) (36)</td>
<td>86 Master</td>
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Total amount: DKK 323,500
### 4.5.1 Number of Bachelor students of the Philosophy of Science

<table>
<thead>
<tr>
<th>Subject</th>
<th>No. of Bachelor students on the programme</th>
<th>No. of Bachelor students of Philosophy of Science (5 ECTS credits out of total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAT</td>
<td>218</td>
<td>6</td>
</tr>
<tr>
<td>NANO</td>
<td>85</td>
<td>2</td>
</tr>
<tr>
<td>BIO</td>
<td>396</td>
<td>11</td>
</tr>
<tr>
<td>GEO</td>
<td>96</td>
<td>3</td>
</tr>
<tr>
<td>FYS</td>
<td>278</td>
<td>8</td>
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<tr>
<td>KEM</td>
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<td>4</td>
</tr>
<tr>
<td>DAT</td>
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<td>10</td>
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<tr>
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<tr>
<td>MOLBIO</td>
<td>223</td>
<td>6</td>
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<tr>
<td>MOLMED</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>2100</strong></td>
<td><strong>58</strong></td>
</tr>
</tbody>
</table>
### 4.6 Large and small PhD programme committees

Overview of the number of PhD student per programme as of August 2012

0-45 PhDs = small committee

46 PhDs or more = large committee

<table>
<thead>
<tr>
<th>Row Labels</th>
<th>Count of Full name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agroecology</td>
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<tr>
<td>Animal Science</td>
<td>53</td>
</tr>
<tr>
<td>Bioscience</td>
<td>98</td>
</tr>
<tr>
<td>Chemistry</td>
<td>52</td>
</tr>
<tr>
<td>Computer Science</td>
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<tr>
<td>Engineering</td>
<td>49</td>
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<td>Environmental Science</td>
<td>11</td>
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<tr>
<td>Food Science</td>
<td>35</td>
</tr>
<tr>
<td>Geoscience</td>
<td>23</td>
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<tr>
<td>Mathematics</td>
<td>37</td>
</tr>
<tr>
<td>Molecular Biology and Genetics</td>
<td>145</td>
</tr>
<tr>
<td>Nanoscience</td>
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</tr>
<tr>
<td>Physics and Astronomy</td>
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</tr>
<tr>
<td>Sport Sciences*</td>
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<tr>
<td><strong>Grand Total</strong></td>
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