Value your employee!

Inspiration for a positive salary negotiation process
Much of the inspiration for this leaflet comes from material used on courses taught by VIEMOSE – also at Aarhus University – for managers and employees and their representatives in connection with local negotiations. The themes of these courses often focus on pay and the personal contribution towards creating a negotiation culture which others – managers as well as employees and union representatives – regard with respect and with which they can identify.
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Preface

Welcome to a leaflet on the manager’s participation in salary negotiations. The purpose of the leaflet is to provide you with the right tools for preparing and conducting salary negotiations in a professional manner with your employees’ union representatives or – for those of your employees with management responsibilities – directly with these employees.

You are one of many who have been invited into a relatively new arena where you can supplement your other management methods with the pay element. The basic purpose of including this specific element is to instil increased motivation in your employee; motivation for providing good quality and high productivity in the work which you manage and your employee performs.

The challenge for you as a manager is that you are required more directly to decide on your employee’s pay. You must be able to negotiate and provide reasons for the employee’s pay as well as explaining the pay policy and your own underlying criteria – at times directly to your employee; at others communicated through the union representatives with whom you have conducted the negotiations.

The advice provided in this leaflet should be seen in the context of the Staff Policy for Aarhus University, which also includes subpolicies on, for example, pay.

We hope to be able to help you develop this aspect of your management responsibilities, enabling you to conduct the salary negotiations in a constructive and rewarding manner.
Main conclusions
We may as well start with the most important part – the conclusions:

The overriding objective is to increase motivation – in the individual employee and in the group as a whole – and there are therefore four conclusions:

**First of all: A fair process.** Regardless of whether the employees are given a pay rise via the salary negotiations or not, their satisfaction will depend on whether they have experienced a fair and satisfactory process. The amount is less important if the process has been a decent one in the best sense of the word. The first condition for individual salary negotiations having any merit at all, is that you establish a fair process.

**Secondly: Serious preparation.** There are many conditions which have to be fulfilled for a process to be perceived as fair. When talking pay and pay differences, the criteria you use play a tremendous role. If you are able to communicate understandable, specific and consistent criteria and apply them in ‘the real world’, then you stand a far better chance of making your employees see the pay dialogue as relevant, meaningful and fair. Another condition is therefore that you prepare, thoroughly and with a sharp eye for the individual and for the whole picture, i.e. all your employees.

**Thirdly: Competent communication:** You and the way you talk about pay may be perceived as competent, meaningful, relevant and fair. It may also be perceived as random, general, remote and vague. The third condition for you achieving increased motivation and a better relation as a result of your pay dialogue is therefore that you make an effort to communicate your points in a constructive and competent manner.
Fourthly: Robust management. The perception of fairness is also based on whether your employee or his or her union representative has felt that you, as the other party, have been coherent and consistent. For various reasons – among other things, financial and managerial – the management should coordinate its conduct in connection with the salary negotiations. Also with a view to appearing robust and coherent.

The fourth condition for you, as part of the management, being taken seriously when you participate in salary negotiations, is that you are a part of a well-coordinated, well-informed and factually skilled management team.
Pay negotiations as a golden opportunity

Being a manager means being busy all the time; often so busy that you give less priority to the close, focused dialogue – the talk – with the people you manage. How you prioritise your talks with your employees depends, among other things, on whether you – usually without realising it – perceive a particular talk as an opportunity to be seized or as an occasion associated with risks.

Your employees are without a doubt the single most important resource you have to ensure that the tasks for which you are responsible will be carried out to high quality standards and at a reasonable speed. Whether you reach your goal as a manager depends on whether your employees know what you expect and what you appreciate and on whether they are aware of how things are progressing from your perspective.

For your employees, you are easily the main source of knowledge about their performance. Not their colleagues; not their girlfriend/boyfriend or spouse; not their best friend; but you. Your assessments are the most crucial for your employees. Your assessments and signals are crucial for their sense of whether what they are doing is good enough; whether they need to further develop and intensify their efforts; whether they need to change direction etc.

The talk with your employees is an important opportunity for the employees to access the most important source of knowledge for them about their contributions to meeting the workplace targets. YOU! The talk is thus the most important arena for exercising management. The talk, also in the form of salary negotiations – the meeting with the employee – is a golden opportunity to exert managerial influence on the person who is responsible for you – and the team you manage – meeting your targets.

It makes good sense to view the salary negotiations as an opportunity for you to discover something that is important to the employee you are talking with, as well as an opportunity for reinforcing a specific development and clarifying the direction in which you think your workplace should move.
The pay dialogue for you as a manager

The employees’ pay is now being fixed at the individual workplaces, and this task has landed on your desk.

The Staff Policy for Aarhus University specifies that the goals for pay are:

- “to ensure each employee’s pay reflects his or her function, level of responsibility, efforts and relevant competencies”
- “to ensure that pay negotiations at AU take place in a fair and transparent manner”

In other words, you as a manager need to consider and incorporate:

- Visions, objectives and strategies
- Staff policy
- Pay policy
- Pay criteria
- Pay talk
- Pay differentiation.

At the same time, you will be heading into a part of the collective agreement area and will have to navigate through the pay conditions of various professional groups as well as securing good negotiation results for all parties. In this context, you should bear in mind that you can get help, sparring and support from the HR partners and supporters, who know all the ‘technicalities’, and you should also keep in mind that many union representatives are experts on the collective agreements applying to the group they represent, and that they could therefore, in a trusting negotiation climate, be important sources of information for you as a manager; for example information on factual collective agreement-related issues, but also about many other things.

Simultaneously, an important task of coordinating with your fellow managers has presented itself – both to ensure a reasonably consistent practice, but also to manage payroll funds and the time spent on salary negotiations in the best possible way in light of your specific situation.

Pay negotiations as feedback to the employees

Pay negotiations constitute an extra recruitment and retention tool. First and foremost, however, it is a tool for increasing motivation among your employees in general. It is thus your responsibility as a manager to handle the pay dialogues in such a way that they create as much motivation as possible and promote good relations between the employee and yourself. This is ensured through the way in which you handle your part of the salary negotiations.

Your handling – and especially the pay talks with your employee or his or her union representative – is part of the feedback that your employees get from you. In order to ensure fruitful feedback – regardless of whether it is positive, guarded or directly critical – you must create a process which as far as possible lives up to your employees’ expectations.
“Managers give clear, constructive feedback regarding the result of the negotiations, both in general and to each applicant”

From: ‘Pay’, Staff Policy for Aarhus University.

This requires that you:

- Inform and inform and inform
- Explain and explain and explain
- Listen and try to understand
- Involve employees in the de facto evaluation of their performance
- Create fair processes and provide consistent reasons looking at the whole picture
- Signal personal enthusiasm.

This may seem like a tall order. You therefore need to give yourself space to look into things. The advice for you is: Test your methods – do not wait for the one right way to do things!

General rules, overall procedures and criteria have already been introduced. And new ones are still being added. The development of the pay dialogue is not complete.

A number of paradoxes are inherent in this system; paradoxes that you cannot resolve, but must handle:

- The pay supplements must remunerate employees for their performance etc. – but pay decreases are not possible.
- As a manager, you will have greater leeway – while your independence is restricted by the scarce resources and by cross-organisational considerations.
- Pay transparency across the organisation is often a goal – but local decisions are based on local perceptions which cannot necessarily be compared across the organisation.

The way in which you enter into dialogue with your employees, union representatives – and your fellow managers – contributes to creating your negotiation culture and thus also affects all the other dialogues and negotiations which you and your fellow managers conduct with employees and union representatives.

You can help create a sense of fairness among your employees and ensure an optimum salary negotiation process. You have the authority to and the possibility of affecting both the process and the result. Use it!

Your (new) roles

The implementation of a good pay dialogue puts a new spotlight on the active and visible manager.

Overall, you must be able to work with and combine a number of different management tools, e.g. strategic plans, action plans, budgets, competency development, pay and personnel policy, staff development dialogues and the pay talk. As staff manager, dialogue partner and local ambassador, you must activate and procure both human and financial resources via your ability to

- Communicate
- Coordinate
• Collaborate
• Negotiate
• Solve conflicts.

The key point here is that, on the one hand, as a manager you must have the courage to manage and risk being less popular from time to time, while, on the other hand, also being a manager who is constantly working to maintain legitimacy with the parties you are dependent on as a manager.

It is decisive that you create a coherent understanding of what you do in relation to:

• A general level, in relation to the central management
• A common level, in relation to the employee group and fellow managers
• An individual level, in relation to the individual employee.
A fair process

Constructive salary negotiations
You are one of the parties in the salary negotiation and the pay talk.

In constructive negotiations, the parties are able to handle the negotiation process in a way which is satisfactory to both of them. The process involves much more than just the actual pay talk or negotiation meeting. The parts of the negotiations which take place outside the actual meetings are an important part of the process. You need to be aware of the times and the places where you can gain most momentum towards a good negotiation result.

In constructive negotiations, the parties seek to understand the values and preferences on which the other party’s arguments are based. The parties acknowledge that, in addition to common interests, they also have differing interests. Mutual trust is important for the parties' mutual relations, which ought to be strengthened as a result of successful negotiations.

In constructive negotiations, a result is good if the parties are pleased with it and want to implement it.

Constructive negotiations
- A good and effective process
- Focus on the partners' legitimacy and interests
- A good result for the parties – now and over time.
Two negotiation levels

Any negotiation takes place on two ‘levels’: On a content-related level and on a procedural level. The content of a pay negotiation is well, your pay, of course - as well as the value of your work, reasons etc. The process is the way the negotiations are carried out. The manner in which the negotiations are conducted may, for example, be impatient, vague, unclear and rambling - but it may also be thorough, attentive, specific and forthright. The manner is determined by the parties themselves, who, in other words, have a large influence on whether the negotiations or the talks take place in a satisfactory and efficient manner.

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From perception of fairness to increased motivation
When an employee or a union representative participates in salary negotiations, it is very important that the employee or union representative feels that they are being treated fairly.

The sense of fairness determines whether the employee will feel more – or less – motivated in future. In other words: *If you as a manager want to ensure that your employees are motivated by the annual salary negotiations, then you need to focus wholeheartedly on creating a sense of fairness.*

The sense of fairness has two sources:
- The assessment of the *content-related result*, i.e. the outcome of the negotiations – called: the *distributional fairness*
- (Particularly) the *perception of the manner* in which the result was reached – called: the *procedural fairness*.

Assessment of the content-related result
We base our assessment of whether something is distributed fairly on very different factors. In terms of pay, people may, for example, place emphasis on:
- The ones who have worked the hardest getting more than the ones who have worked less hard. It is not fair if the less hard-working or incompetent people get as much as those who work their socks off – a *performance criterion*.
- Everyone getting an equal share of the funds available. It is not fair if everyone does not get an equal share – an *equality criterion*.
- They themselves not wanting to get more than others. It is not fair if I get more than others – a *generosity* criterion.
- The ones with the greatest need getting more than the ones with a lesser need. It is only fair if the people with the greatest need get special attention – a *need-based criterion*.

It is impossible to *negotiate* whether one criterion is better than the other. It is important to acknowledge that different preferences are included in the assessment of whether something is fair – and thus whether or not salary negotiations will be motivating.

The first criterion often crops up in connection with salary negotiations. In this context, it is also a clear tendency that people assess the value of their own work higher if they are to *receive pay* for it than if they are to *pay* someone else for doing the same work. Moreover, you should be aware that most of us think that when something goes well with our work, it is due to our own efforts, but if our work is criticised, we have more of a tendency to ascribe it to the situation we are in, the circumstances, the framework or mistakes made by others.

The relationship between the parties also plays a role: The better the relationship between your employee and you as a manager, the less important it will be for the employee to get more out of it than others. In addition, if the relationship is not very good, then more employees will perceive even excellent offers as poor. Consequently, it is not possible to say that a high supplement will necessarily lead to more motivation. This is not necessarily the case at all.
Assessment of the process
The source of satisfaction with salary negotiations is found in the manner in which they are conducted; in the process. Four areas need to be perceived as satisfactory in order for the process to be deemed fair:

- A perception of the manager in practice making efforts as far as possible to think and act fairly in respect of all employees – across the organisation
- A perception of being able to voice one’s opinion about what is important
- A perception of being heard by the person with the actual decision-making right
- A perception of being treated with dignity and respect.

In addition, the possibility of actually affecting a situation which you have been told offers an opportunity for change.

The employee or the union representative is more willing to accept a modest result if he or she perceives the process as being fair. You could say that the process determines the criteria on which any subsequent assessment of the result will be based. If the process is perceived as fair and satisfactory, there is a much greater chance that the employee or the union representative will see the result in a positive light, than if the process was perceived as non-satisfactory. In such a situation, the employee or the union representative will often see a result which is excellent from an objective point of view in a negative and sceptical light.

What does that mean?
It means that it is crucial that you endeavour to organise a fair process – a process characterised by:

- Clear and early information to your employees about the framework (if it is part of your policy to publish the financial framework prior to the negotiati-
ons) and the agreement-related terms and conditions to which the negotia-
tions are subject.

- Insight into the overall process.
- Initiatives which show the employees or their union representative that
everyone is given the same thorough, well-considered and good treatment;
for example a story about how you as a manager evaluate everyone ac-
cording to the same criteria and how you also carefully consider each and eve-
y one of them. This also applies to (professional) groups of employees – they
also need to see that you have looked at them as a group.
- Clear and clearly attentive communication.
- A respectful and inclusive dialogue showing that you are able to accommo-
date the employees’ experiences in your dialogue and their potential indig-
nation at not being given a pay rise – or not being given a supplement which
they deem to be adequate.

Remember that you also have your preferences as to what you perceive as fair. The
main point, however, is to be sympathetic to what your employee or his or her union
representative deems to be important.

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**Classic errors in difficult negotiations**

- Presenting more and more arguments rather than listening, while be-
coming more and more convinced that you are right.
- Devoting too much energy to disagreements; being unable to see al-
ternative solutions or move on.
- Believing that the disagreement is definitive and cannot be resolved –
you are therefore stuck.
- Thinking that everyone must agree on the general outline before an
agreement can be reached.
- Getting angry with the other party.
- Switching objectives during the negotiations and forgetting that the
aim is to reach agreement.
- Blaming the other party for making the negotiations difficult.
Preparation

Annual schedule – the common plan

A joint overview of the overall process provides insight and increases the understanding of deadlines, the framework, conditions and the opportunities for being heard. The activities could be reviewed at a liaison committee meeting.

Schedule, for example:

- Management meeting on the organisation of salary negotiations
- Announcement of the framework to managers
- Announcement of the framework to employees and union representatives
- Detailed planning and announcement of timetables
- Liaison committee (SU) meetings at which special objectives or focus areas which the salary negotiations can support may be discussed
- Consideration of own framework
- Overview of all employees in your group
- Definition of own criteria and appreciation
- Preliminary assessments
- Factual basis ready
- Cross-organisational distribution
- Pay negotiations
  - With union representatives
  - With employees negotiating on their own behalf
- Announcement of results
- Evaluation
- Implementation.
Outline of annual schedule
Criteria, values and reasons – an overview and a tool

Why should an employee be granted a supplement? What is it that you as a manager appreciate in him or her specifically? What are your reasons – and which reasons does the employee see as relevant to him or herself?

If you are inconsistent in what you say you appreciate and the reasons you give for the pay rise, you will, in all probability, throw away any chance of the pay rise having a motivating effect. Specific criteria are an advantage – may be perceived in the signals you send about what it is that you appreciate; and if you are able to put this into words in a simple manner in the reasons you give your employee or the union representative with whom you are negotiating.

Select a few, but relevant criteria.

Thorough preparation where you assesses and weight all your employees separately and across the organisation is crucial to a successful process – also if there is not much money to dole out. Everyone – including those who are not being given a pay rise – needs to feel that your considerations have been thorough and careful.

Your reasons should be stated in draft form in advance. It is compromising for the process and seems sloppy if the reasons are worded as a bit of an afterthought after the talk.

If you are negotiating with several employee groups – either directly or with the relevant union representatives – you should also be able to explain your priorities in a consistent, simple and coherent manner.
A walk in the garden
– quoted from an interview with a pay-negotiating manager

“Pay negotiations are important – even if the pay rises are small. They are important to me as a manager because it gives me the chance to point out what I would like see more of from the employees, and because I can show them what I appreciate. I realise that salary negotiations or a pay talk may be less important to the employee – perhaps even annoying. But now that they are here anyway, it does become important to the employees that they are treated properly.

And properly means, for example, that you as the manager must seem coherent. There is no need to prepare a hundred folders with figures and spreadsheets. The most important thing is for you not to be sloppy with your criteria and your explanations because you start looking at the big picture too late. You must have thought the entire situation through before it occurs.

I simply think about each individual employee very thoroughly, and when I have done that, I take a walk in my garden. I may weed an entire flower bed before I feel that I have a handle on everything. Then I am able to explain the differences. Then I can present my reasons – both in relation to those who will be given a pay rise and in relation to all those who will not. Only then am I ready. A manager simply needs to take the time to think of the whole picture. No one else can do it.

My best recommendation for managers is to: Take a walk in the garden. Do this properly. If you do, something good can come of it. First, you need to think it through all the way in your head.

You also need to remember that your conduct during the salary negotiations or a pay talk has a very strong impact on the employee’s impression of you. This affects your relationship. Your reputation, the way the employees look at you. Perhaps particularly so because the amounts are so small, which means that there is quite a risk that the process will be a less-than-elegant one.”
‘Speech items’ – employee

• Purpose of the meeting, product and time frame
• Description of the framework
• Recognition of the employee’s strengths
• Announcement and reasons for your recommendation
• Negotiations
• Tips for the employee
• Conclusion.

‘Speech items’ – union representative

• Purpose of the meeting, product and time frame
• Description of the framework
• Recognition of the employees’ strengths
• Announcement and reasons for your recommendation
• Negotiations
• Tips for the union representative about the employees
• Conclusion, including
Communication

The good news
It is a good idea to ask the employee to assess his or her own performance. This may open up for an interesting conversation between the two of you, which will usually show that you are roughly in agreement (even though the employee is often more ‘modest’ in the assessments of him or herself). It is also a good idea to tell the employee in relative detail about the thoughts you have been having prior to the negotiations.

The employee must have a clear picture of what he or she – in your view – is good at, and what it is you appreciate.

Be mentally prepared for the fact that the employee may express disappointment, or a lack of appreciation, even with a quite considerable pay rise. Listen to the employee’s comments, and check whether they should give you reason to adjust your recommendation.

If the negotiations have been conducted with a union representative, it is a good idea to dwell on – and agree very specifically – how the union representative can best communicate your thoughts and considerations such that nothing is lost along the way.

After the good news

- Listen to the employee’s reaction.
- Check the need for adjustments.
- Discuss the effect of any adjustments made on the employee’s performance.
- Conclude with agreement.
The bad news
Not getting a pay rise can easily be construed as criticism – negative feedback. Only few of us appreciate such criticism in the situation. Negatively perceived communication has a demotivating effect. Negative communication which has been waiting to be aired is sometimes used as the reason for not granting a pay rise; this has no motivational effect whatsoever and harms the relationship between you and your employee.

To a large extent, the employee assesses you based on your communication. If you use a tone in your communication with your employees which is generally based on criticism, you will get less motivated employees. If you are able to emphasise what you appreciate instead, you can increase their motivation – also with a view to creating improvements.

Remember to carefully consider your reasons, and be prepared to discuss what is needed to change the situation. Do not put pressure on the employee to immediately launch into a discussion in a fully competent and fully committed manner, but expect some ‘fatigue’ immediately after your announcement that you do not believe a pay rise is in order – or perhaps only a very modest rise at the most.

If the negotiations have been conducted with a union representative – who has thus not been able to ‘get through’ with the desired improvements for his or her member(s) – it is important for you and the union representative to agree on how the result should be communicated and what the key message should be. It can be important for maintaining a good relationship with the union representative that you are aware of and acknowledge that it may be a heavy task to have to communicate an unsatisfactory result for his or her colleague/member.

After the bad news
- A manager and employee often perceive salary negotiations as being particularly stressful if a pay rise is not granted.
- Listen to the employee’s reaction.
- Establish a professional distance between your own feelings and the other person’s feelings.
- Show that you accept the feelings without judging them.
- In your preparations, look beyond the refusal to grant a pay rise – what can you appreciate in the employee, without this having resulted in a pay rise.
Communication – more than the spoken word

In a pay talk or in salary negotiations, good communication is more than what you are saying. Only a small part of what you say is actually heard, and only a negligible part of what you say has an effect on the main impression your employee gets. So, again, it is not so much what you say but the manner in which you say it – the process that affects the experience.

Also, remember that the employee is generally very interested in the signals you as the manager send – the more subtle signals are also interpreted, and the employee is ‘searching’, so to speak, for ‘what you really mean’.

In salary negotiations, good communication is therefore:

- Behaving – communicating – in a manner which is satisfactory to the employee
- Expressing yourself consistently and clearly – plainly and yet in a manner which shows that you are open for reflection
- Listening and signalling interest and serious consideration
- Being able to accommodate the reactions that come.
Robustness

Robustness and flexibility
When the manager plays the role of negotiator, he or she must do so with a combination of robustness and flexibility. The other party (in this case, the employee or the union representative) is far better able to live with a process that is clearly well-thought-out and consistent and with another party who expresses him or herself clearly – as opposed to a diffuse, random process handled by a rambling counterparty.

Robustness can mean that you are consistent in what you say; that there is a point to what you say and do; that you know your facts; that you have an overview of the process; that you have coordinated your actions with the other managers; that you conduct yourself in accordance with your role; and that you maintain your personal integrity in tense situations.

Flexibility can mean that you are nevertheless able to listen, check, reflect on new knowledge and listen with sincere interest to the other party’s opinions and preferences.

Appearing as a robust management is also about the need to keep the budget under control, the common direction and the more or less common signals. You therefore need to spend time on agreeing with and ‘calibrating’ your conduct with your fellow managers so that they take place on the same basis and on roughly the same terms.
Does and don’ts for managers as negotiators
You attract attention as a manager ... and as a negotiator.

If the other party is a union representative and represents a number of your employees, information on how you act and work during the negotiations will be conveyed to those of your employees represented by the union representative. The union representative may also participate in other negotiations with other managers and will thus be able to make comparisons and let others know whether the comparison is to your advantage.

And if the other party is one of the employees who negotiate directly and on his or her own behalf, how you handle these negotiations will, of course, also be noticed. Even though individual negotiations will often have an element of ‘privacy’, you should still expect stories to be told about your methods; both the positive ones and the not so positive ones.

The reputation you have – or acquire – as a negotiator will follow you to the next negotiations, and if your reputation is good, the next negotiations will be more straightforward and less complicated. Both in relation to the current negotiations but definitely also in relation to future negotiations (and yes, the employees are entitled to annual negotiations), it therefore makes sense to think in terms of measures which build trust and measures which build distrust.

As a manager and negotiator, the choice is yours: Do you go for the trust-building measures, or (perhaps inadvertently) the distrust-building measures?

Signals as negotiator and also a member of the management

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Have special focus on...

You should have special focus on the **staff policy.** You can incorporate the signals sent by the Staff Policy for Aarhus University wherever relevant. You could, for example, ‘translate’ a principle of placing special emphasis on competency development for employees into an appreciation of the employees who are actually working on this in their everyday work and share the responsibility to develop their own competencies continually.

You should have special focus on **female and male preferences.** Both women and men often assess women’s performance quite differently from men’s. For example, men tend to ascribe a well-done job to their own efforts, while women tend to ascribe their success to the circumstances at the time the job was done. In many ways, we do not view men’s and women’s contributions in the same way. Keep a close eye on your fairness and, if relevant, discuss your assessments with a colleague who can challenge your views.

You should have special focus on **the costs of alternative solutions.** Depending on your workplace policy on offering alternatives to a pay rise (a course, participation in a conference etc.), you naturally need to coordinate such agreements with your colleagues, but also take account of the financial and work resource-related consequences.

You should have special focus on **female negotiation methods.** It is not possible to make generalisations, but it nevertheless turns out that more women than men find the salary negotiation situation uncomfortable, and more women than men accept a fait accompli. Conversely, more men than women challenge an announcement about an unsatisfactory supplement, and often obtain a better end result for this reason. Treat everyone fairly, and be aware that a special variant of this phenomenon is female union representatives who – again generally speaking – are more comfortable negotiating on behalf of colleagues than on their own behalf. You may therefore have a special responsibility for ensuring that they do not become invisible in the salary negotiations.

A **common, known document** describing the salary negotiation procedure for your employees is an advantage. By having described the overall process and thus making it common knowledge among you and your employees, you achieve a significantly higher level of robustness in your negotiations; fewer conflicts and better utilisation of resources.

You should have special focus on **error-free agreements.** Texts which mean that negotiations will have to be resumed subsequently often trigger demotivation, anger, indignation and conflicts. Even if it is just due to an error or an oversight. The agreements also constitute an administrative basis, so there is every reason to do your utmost to write an error-free agreement.

In this context, you will also be supported in your work by HR partners and supporters; but they also need your help in the form of attention to detail ... to the end.
The Agency for the Modernisation of Public Administration has published several brochures and guidelines on salary negotiations etc.; see www.modst.dk.

Constructive negotiations – in the workplace (Konstruktive forhandlinger – på arbejdspladsen)
A small book (in Danish) with tips on negotiations for managers and employees. Can be obtained at www.viemose.com.

The Essentials of Negotiation

The Manager as Negotiator
A book containing theory and practical advice. It is interesting due to its insight into the dynamics of negotiations as well as its systematic – although somewhat complicated – recommendations on managers’ negotiation methods. Available on Amazon.