

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 UNDERVISNINGSMINISTERIET M.FL. (FFT))

1. Persons covered

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 (TAT) and the Danish Union of Public Servants with the Ministry of Food, Agriculture and Fisheries and the Ministry of Education etc. (FFT).

2. Framework and purpose

The framework for the pay agreement is Aarhus University's staff policy adopted at a Main Liaison Committee (HSU)/Main Occupational Health and Safety Committee (HAMU) meeting on 12 May 2016. The pay agreement is a tool for realising the objectives of Aarhus University's staff policy.

As set out in the staff policy, Aarhus University's goals are:

- to ensure that each employee's pay reflects his or her function, level of responsibility, efforts and relevant competencies
- to ensure that pay negotiations at Aarhus University take place in a fair and transparent manner.

3. Pay system

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

Aarhus University and the TAT/FFT union representatives have noted the intention of the parties to the collective agreement that the base salaries be supplemented with the introduction of local supplements. Through the introduction of local supplements, the pay instrument can be used strategically to ensure that each employee's pay to a higher degree reflects his or her special qualifications, functions and results achieved in relation to the institution's objectives.

- Supplements may be awarded as supplements for qualifications or as supplements for responsibilities.
- Supplements are stated in basic amounts (31 March 2012 level) and are awarded as permanent or

temporary supplements.

- Supplements are adjusted in relation to the employee's employment rate.
- 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 TAT/FFT 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 agreements on pay may not be delegated to an organisational level below the departmental (Aarhus BSS, HE and ST)/school (Arts)/administrative division level. Heads of departments/heads of schools/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. However, subject to agreement between management and employee representatives, the authority to negotiate may be delegated to a lower level.

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.
- Supplements for responsibilities are temporary, as they are paid only 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 management and the TAT/FFT union representatives concerning the payment of supplements for qualifications, recruitment supplements, retention supplements or supplements for responsibilities. The list is not exhaustive.

5. Pay level

Aarhus University's goal is to offer attractive terms of employment and to support a good work environment through the fair allocation of payroll funds.

Aarhus University wishes to promote employee motivation and well-being among other things by ensuring that the individual employee's pay, function, level of responsibility and effort are commensurate. Special emphasis is placed on equal treatment. As a general rule, employees with comparable functions and qualifications etc. must be able to attain the same pay level, regardless of their organisational placement and the source of the payroll funds.

Payroll funds may be used to attract and retain particularly qualified employees.

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 (TAT).

In connection with advancement to a higher pay group, the future pay structure is based on negotiations between 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 negotiation of pay level and any supplements in connection with recruitment takes place between the relevant local union representative and the head of department/head of school/deputy director assisted by HR.

Prior to the negotiations, the union representative and the manager, assisted by HR, assess the employee's competencies, pay level and recruitment situation.

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

The local union representative contacts the applicant about the pay negotiations. The pay negotiations are based on the pay level for the relevant job category.

Any agreement concerning supplement(s) must be documented and forms the basis of the final contract of employment with Aarhus University. As far as possible, the terms of pay applying to the employment should be agreed prior to the commencement of the employment.

7. Negotiation procedure

The annual pay negotiations for employees under the new pay systems are organised and carried out as a

single process in the first six months of the year. Supplements are agreed with effect from 1 April of the pay negotiation year. Supplements for responsibilities may, however, be agreed from another effective date, but no earlier than from the commencement of the function. As far as possible, the annual pay negotiations should be concluded by the end of June.

With the assistance of HR, the local negotiating parties are responsible for organising the pay negotiations within this time frame and in a way that ensures a constructive negotiation culture with focus on the discussion of pay, performance and competencies.

The managers agree with the union representatives or the local liaison committees (LSU) how the conclusion of the pay negotiations and the overall results of the negotiations should be communicated to the individual employees having applied for a pay increase as well as to the entire unit.

Information about the results of the negotiations is provided immediately after the conclusion of the pay negotiations.

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

Reference is made to Guidelines for the pay negotiation process at Aarhus University.

8. Contracting parties

The pay agreement enters into force on 1 February 2017 and replaces all previous pay agreements at Aarhus University as a whole for TAT/FFT.

The pay agreement may be terminated subject to three months' notice; however, by 31 March 2018 at the earliest. Any amendments are subject to agreement by the parties.

Aarhus, 26.01.2017

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9. Rules

- 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 the Modernisation of Public Administration's circular no. 071-11.

EXAMPLES OF CRITERIA FOR THE AWARD OF SUPPLEMENTS TO PUBLIC SERVANTS

Supplements for qualifications:

The following criteria are examples of criteria which may form the basis of the award of supplements for qualifications 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 swap
- Particularly relevant knowledge/skills
- Specific professional competencies
- High-level administrative competencies
- High-level foreign language skills
- IT competencies
- Strategic and combinatorial thinking
- Collaboration, flexibility and agility
- Ability to collaborate and coordinate
- Ability to independently handle a field of activity
- Enterprising and creative
- Communication and knowledge dissemination skills
- Documented results that support the unit and the targets of the unit organisation
- Task performance to particularly high efficiency and quality standards
- Responsibility and commitment
- Flexibility
- Focus on results
- Focus on development
- Recruitment and retention

Supplements for responsibilities:

The following criteria are examples of criteria which may form the basis of the award of supplements for responsibilities 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 educational responsibilities
- Service, instruction in the use of AV equipment
- On-call service
- Machine operation/truck
- Snow removal duty
- Specialist responsibilities
- Job complexity
- 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
- Professional 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 relocations
- Extra workloads in connection with long-term illness of colleagues
- Absence of manager
- Extraordinary efforts
- Flexibility and agility
- Other cross-organisational functions where the employee's contribution benefits the [institution'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