



PAY POLICY AND THE PROCESS REGARDING LOCAL WAGE AT AARHUS SCHOOL OF ARCHITECTURE

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1. Introduction

In the public collective agreements for the Danish state sector, it is assumed that employees and management at individual workplaces jointly develop a salary policy. The salary policy must contain the overall principles for the use of the local salary system, including the salary negotiation process and the process for new appointments.

The salary policy is an integrated part of the Aarhus School of Architecture's HR policy and is based on the values and attitudes that characterise it. The salary policy is founded on the principle that there must be a connection between employees' qualifications, performance, and the goals established by the school, and that this should be reflected in salary and other terms of employment.

The Aarhus School of Architecture is part of the public sector, and remuneration therefore takes place within the framework of public regulations, job structures, and collective agreements.

The salary policy and process for local salary negotiations are instruments for a more strategic and coordinated implementation of local salary formation.

In general, the salary policy must support and create coherence between the school's objectives, strategies, and HR policies and the individual employee's effort, responsibilities, and competencies, etc.



2. Overall Principles

- The salary policy covers all employees at the Aarhus School of Architecture who are not part of management.
- The salary policy must promote the school's objectives and task performance through flexible remuneration of employee efforts that increase the opportunities for achieving these objectives.
- The salary policy must support well-being and a positive working environment by reflecting the connection between job content, qualifications, performance, and remuneration, with the aim of promoting employee motivation, satisfaction, and commitment.
- The salary policy must support the school's ability to attract and retain the most qualified employees.
- The salary policy forms part of the school's HR policy, and it is essential that remuneration is viewed in conjunction with opportunities for professional challenges, continuing education, competence development, senior schemes, leave arrangements, etc.
- The salary policy emphasises equal treatment, whereby employees with comparable functions, qualifications, performance, and results should be able to achieve the same salary level.
- The salary policy is open and transparent, and the criteria forming the basis for granting supplements are available to all current and prospective employees.
- The basis for agreements on salary improvements in the form of qualification supplements, bonuses, or function supplements is formed through an overall assessment of employees' professional and personal competencies, contributions to communities, and any performance of special tasks.
- The salary policy must ensure compliance with applicable legislation, including that individual employees may request information on their individual salary level and average salary within comparable categories, and that salary reports are

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prepared in accordance with applicable legislation based on the
EU Pay Transparency Directive.

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3. Types of Supplements and Supplement Levels

The Aarhus School of Architecture may grant the following individual supplements:

Qualification Supplement

Qualification supplements are determined on the basis of the individual employee's professional and personal qualifications, for example completed educational programmes or experience from previous employment. The supplement is permanent and pensionable. This type of supplement should normally not be less than DKK 8,000 annually (2012 level).

Function Supplement

Function supplements are used to remunerate the performance of special work and areas of responsibility, such as managerial and coordinating functions. Function supplements are typically limited in time or task scope, but may be permanent if the supplement-generating function forms an integrated part of the position content. The supplement is pensionable and should normally not be less than DKK 12,000 annually (2012 level).

Bonus

A bonus is granted for an exceptional effort beyond the ordinary and cannot be granted for efforts of a more permanent nature. A bonus may also be granted as part of retaining an employee. A bonus may be pensionable and should normally not be less than DKK 12,000.

Performance Salary

In special cases, performance salary may be agreed. Performance salary means that salary supplements are awarded and paid based on a number of pre-agreed qualitative and quantitative performance targets.

4. Criteria for Granting Supplements

Salary must reflect the employee's professional and personal qualifications, the content of the position, and the employee's efforts and results, and the foundation for an agreement on salary improvements is an overall assessment of these parameters. The Aarhus School of Architecture applies differentiated remuneration, and all employee groups have the opportunity to obtain supplements.

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The assessment is comprehensive, and the following general criteria are taken into account. These are also the criteria, with varying emphasis, that form the basis for employee recruitment.

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Professional Competence and Results

The Aarhus School of Architecture seeks to be and appear professionally competent. High professional competence may be demonstrated in several ways, for example when the employee:

- Works professionally
- Works efficiently and purposefully
- Focuses on personal learning and development
- Focuses on the school's development
- Focuses on professional communities

Commitment and Innovation

The Aarhus School of Architecture places emphasis on commitment and innovation in task performance. Commitment and innovation may be expressed when the employee:

- Works with a high degree of integrity and perseverance
- Approaches new tasks constructively and uses new methods
- Assumes responsibility for and develops their own and the team's tasks
- Has an open and positive approach to work

Understanding of Processes and Collaboration

At the Aarhus School of Architecture, we work openly and credibly. We work across organisational boundaries, understand the bigger picture, and view the school as one coherent organisation. This is demonstrated, for example, when the employee:

- Works and communicates in accordance with the school's guidelines
- Acts loyally and is receptive to the viewpoints of others
- Collaborates effectively with colleagues and managers
- Shares knowledge
- Contributes to the collegial community

Specific criteria for awarding individual supplement types may be agreed annually in the Works Committee (SU) prior to salary negotiations. A document may also be prepared for employees, illustrating examples of criteria for the granting of supplements.

5. Procedure and Framework for Local Salary Negotiations

As a general rule, local salary negotiations for all employee groups must take place once annually. In addition to the annual salary negotiations,

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supplements may be agreed in connection with appointments, significant changes in position, and assignment of functions where a function supplement is proposed, provided both parties agree.

Process for New Appointments

The salary level (collectively agreed salary, pre-agreed general supplements, and any supplements specifically agreed for the position), as well as the possibility of individual salary negotiations, must be stated in the job advertisement.

During the recruitment interview, management and the applicant may beneficially align expectations regarding placement and possible supplements. Management may not inquire about an applicant's salary history. If an applicant voluntarily discloses their salary history, there is no obligation to disregard it.

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The salary negotiation must take place before the letter of appointment is signed. Management's proposal is sent to the applicant and the relevant union representative, allowing the representative to assist the applicant or take over the negotiation.

Annual Salary Negotiations

The Aarhus School of Architecture has established a salary committee under the auspices of the Works Committee (SU), consisting of union representatives and management representatives. The salary committee discusses and evaluates the processes related to annual salary negotiations, including schedules, practices, and new initiatives concerning salary and salary negotiations.

HR is responsible for convening meetings, ensuring that the current salary policy is available to all employees, and managing the salary negotiation process.

Negotiations for employees take place at the end of the fourth quarter and are generally completed in December. Bonuses are negotiated for the preceding year and paid with the January salary. Agreed supplements take effect on 1 January following the negotiation year. Completed negotiations are evaluated by the salary committee with a view to possible process adjustments.

Role of the Union Representative



Authority to conclude agreements on supplements rests with the union representative or the bargaining organisation responsible for negotiating salaries for persons covered by the collective agreement and any members of other professional groups they may represent. The trade union organisation is responsible for training its members to perform this important task.

Framework for Allocation of Funds

Salary increases are financed through the salary budget, and salary development must occur within the overall budget. Management determines the framework for allocating funds, including pension contributions. The framework must accommodate salary increases in the form of qualification supplements, function supplements, bonuses, performance salary, and staff upgrades.

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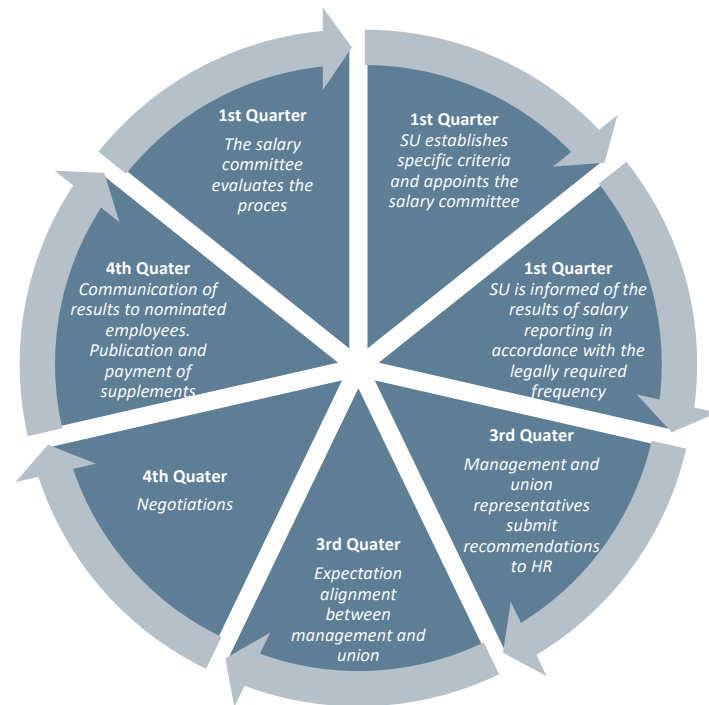
Negotiation Statistics and Their Contents

Before negotiations, management and union representatives must have access to relevant key figures concerning individual employees' salaries for use during negotiations. HR is responsible for providing these key figures and for preparing mandatory salary reports.

The negotiation statistics must contain a staffing overview, a target framework for negotiations distributed across units and staff categories and average salary figures.

Annual Cycle

The annual cycle illustrates the conduct of local salary negotiations and ensures that negotiations are carried out systematically according to fixed intervals.



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Management and union representatives submit lists to HR of recommendations for supplements to be included in negotiations. For negotiation purposes, the union representative may ask employee groups to submit brief, reasoned recommendations for supplements or bonuses, but without specifying amounts.

HR prepares an overall overview of recommendations and distributes a negotiation package by email to the parties.

Special consultants and chief consultants submit their recommendations directly to HR. These recommendations form part of the overall proposal.

Alignment of Expectations

Both management and employees have expectations regarding the outcome of salary negotiations, and management and union representatives share responsibility for ensuring that expectations and realities do not diverge excessively. There should therefore be constructive dialogue regarding the overall direction and expected outcomes.

The Negotiation

Negotiations are conducted separately for each professional group. The Director and Rector participate on behalf of management.

Special consultants and chief consultants negotiate directly with the Director and Rector in accordance with the collective agreement for AC employees. This usually takes place over two short meetings: an initial meeting focused on expectation alignment and a concluding meeting in which the negotiation takes place and the result is communicated.

Union representatives must not be disadvantaged in terms of salary level or salary development compared with other employees and must have the same opportunity to obtain supplements in addition to their basic salary. Therefore, a union representative may nominate themselves for a supplement and include it in the negotiation. The representative may transfer that part of the negotiation to the trade union organisation.

Bonuses and supplements are proposed at current salary levels.

HR advises and supports management as needed and participates in negotiations as secretary.

An employee may be considered for bonuses or supplements in several consecutive years.

Procedure in Case of Disagreement

If agreement is difficult to reach during negotiations, it may be beneficial to consider alternatives other than those initially preferred by either party. It is advantageous when both parties enter negotiations with multiple ideas and remain receptive to alternatives proposed by the other side.

HR guides the parties in identifying solutions.

If agreement cannot be reached in a local negotiation, either party may request continuation of negotiations with representatives from the relevant central organisation or trade union organisation participating.

6. Communication of Salary Negotiation Results

At the Aarhus School of Architecture, there is transparency regarding employees' salary conditions and the specific allocation of salary supplements.

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Once management and union representatives and/or self-negotiators have concluded salary agreements and individual employees have been informed, the results are published to all employees together with explanations for the allocation of individual supplements.

All employees who receive a supplement or bonus in the annual negotiations must receive a written justification. The justification will appear in the letter sent to the relevant employees. Union representatives may subsequently inform those of their members who have applied about the results.

7. Evaluation of the Effects of Local Salary Formation

Local salary formation must comply with the requirements and principles arising from the collective agreements in force at any given time and must also accommodate the current salary policy of the Aarhus School of Architecture.

Prior to the annual salary negotiations, salary levels and salary developments for the larger employee groups at the Aarhus School of Architecture are analysed and compared with other higher education institutions.

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8. Entry into Force and Revision of the Salary Policy

The salary policy was adopted by the Works Committee (SU) on 17 September 2018 and entered into force on 8 October 2018.

The policy was revised by the Works Committee (SU) on 13 October 2021 and 22 September 2026.

The policy supplements other applicable policies concerning local salary negotiations within specific professional groups at the Aarhus School of Architecture.

If there is any difference between the English translation and the original Danish document, the Danish version applies.

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