

## **Salary system evaluations of personal work performance in 2013**

The salary system (USS, Universities' Salary System) evaluation in the spring of 2013 focuses solely on evaluating personal work performance. **At the University of Lapland, these evaluations are conducted in the electronic Personec HR system.**

### **General principles**

In 2013, the staff of Finnish universities will be paid a general salary increase (1.2 %) in accordance with the protocol of signature in the general collective agreement for universities dated on November 24, 2011. In addition to the general salary increase of 1.2 %, an organization element of 0.7 % will be paid. The general salary increase of 1.2 % has been implemented by an increase in the salary scales as of January 1, 2013 for the staff belonging to the salary system for universities, or for those salaries in euros that are determined according to the scales. Salaries in euros that are outside the salary system for universities will be increased by 1.9 % as of April 1, 2013. The general increase of 1.2 % for teachers in training schools will be implemented by an increase in the salary scales as of April 1, 2013.

Directors of units are to consider that the University does not have separate funds for salary increases due to evaluations of work performance. Instead, the funds for all salary increases in 2013 have been included in the budget frameworks of units. The salary increases include general increases, increases based on work performance that are paid out of the organization element, and increases in accordance with the salary system for universities.

In the process of making the current general collective agreement for universities that discusses salary increases for years 2012 and 2013, an agreement about developing the personal work performance component was made. It was decided that the component will be developed by enabling the employer to decide upon performance-related salary increases. The organization element of 0.7 % will be used for this purpose as of October 1, 2013.

In the evaluations that will be conducted in the units, equality and fairness between employees should be taken into account. This is important especially when considering employees, who have colleagues in similar positions. Positions funded by basic funding and project funding should be treated the same way. In addition, the evaluations must be moderate.

It should be taken into account in the evaluation discussion that there is a new addition to the salary for covering the organization element (0.7 %). The new addition is the performance-related salary increase. Please note that the procedure for applying it is not conducted in the Personec HR system. Instead, the director of the unit writes a separate proposal for potential performance-related salary increases. There is a separate guideline document about proposals for performance-related salary increases.

The employer examines the proposals in view of the whole University, taking equality between units and employees into account. If the employer notices that there is unequal or unfair treatment between units or employees, the evaluations will be returned for further adjustment. If inequality or unfairness still exist in the evaluations, the employer can change the evaluations in view of the whole University.

No major changes in the evaluations of personal work performance are accepted. If the evaluation suggests that the performance level of the employee should be above the current level, the evaluation is to include grounds for the suggestion from both the supervisor and the director of the unit.

### **Personal work performance component: evaluation and grounds**

Personal evaluation discussions about personal work performance are carried out in the whole University every two years. Personal work performance and the current performance level are examined in the evaluation discussion between the employee and the supervisor. The evaluation discussion is documented in the Personec HR system. Members of teaching and research staff are to fill out a form about their job-related merit.

The evaluation is not conducted for those employees who work in employer positions, hourly-paid employees, interns, employees hired under subsidized employment schemes, academy professors, or academy researchers.

The evaluation of personal work performance focuses on how well the employee carries out the duties in the position and obtains the aims that have been set. On the basis of the conducted evaluation, the supervisor makes a proposed evaluation and performance level. The director of the unit goes through the proposed evaluation and gives a proposal to be confirmed by the employer. If the employee does not agree with the result of the evaluation, the employee will write his/her personal view of the work performance, along with justifications, into the summary of the evaluation. For a well justified reason, the employer can deviate from the evaluation of the supervisor.

The criteria of the salary system agreement can be found at <http://www.ulapland.fi/vpj>.

The evaluation process of teaching and research staff has been developed. The evaluation is conducted as an entity, for all main criteria on a scale of 1–9, which directly defines the work performance level. It should be noted that the evaluations of teaching and research staff are carried out as an entity in view of the work plan. The personal work performance component is defined on the basis of how well the employee has carried out the aims and tasks assigned in the work plan or other similar way. The evaluations stress the criteria based on the strategy accepted by the Board of the University, and funding criteria, such as basic degrees/study credits, doctoral degrees, international referee articles, national and international funding that is competed for, and expert tasks. These qualities are evaluated focusing on the merit obtained in 2011 and 2012, which are described in the documentation form. Descriptions of the evaluation system, the evaluation criteria, the evaluation scale, and the percentage scales of the personal work performance component can be found on-line. Please click [here](#) to access them.

The evaluation process of other staff has also been developed. The evaluation is conducted as an entity for the three main criteria, on a scale of 1–9. The sub criteria are used as grounds for each main criterion, but the sub criteria are no longer evaluated separately. The performance level is defined as the mean value of the evaluation results of the main criteria. Descriptions of the evaluation system, the evaluation criteria, the evaluation scale, and the percentage chart of the personal work performance component can be found on-line. Please click [here](#) to access them.

If the evaluation discussion shows that the performance level is lower than before, a mutual agreement about measures for improving work performance is made. A new evaluation is conducted as soon as possible, but no later than 12 months of the previous evaluation. If the second evaluation shows that the performance level has not improved back to where it was earlier, the personal work performance component is adjusted to correspond to the new evaluation.

Especially those evaluations that deviate from work performance that fulfills the job demands should be justified. If the performance level is 1 or 2, measures for supporting improved performance are to be mutually agreed on.

Evaluations of personal work performance are discussed in the union-level grievance procedure only to the extent that the grievance does not concern the accuracy of an evaluation performed by a supervisor.

#### **Cost effect of proposals**

Each unit will deliver a calculation about the costs that would incur due to the work performance evaluations. The costs are to be given in euros and percentages.

#### **Schedule for documents**

The salary system evaluation discussions are to be conducted between the employee and the supervisor on time to enable delivering the results to the director of the unit by March 30, 2013. The director of the unit carries out an evaluation by April 30, 2013.

#### **Schedule for disbursement**

Salary adjustments in relation to personal work performance are paid as of June 1, 2013. The increased salaries will be paid after the employer has confirmed the evaluations in the whole University. If the evaluations arrive late for some reason, the increased salaries are paid as back pay.

#### **New staff**

When defining salary for new members of staff, the procedure is in accordance with the general collective agreement for universities.

#### **Evaluation of the task-specific salary component**

The job requirement is not assessed in this context. There is a separate guideline about assessing the job requirement of a position. The guideline is at <http://www.ulapland.fi/vpj>. The scheduled meetings of assessment groups are also at <http://www.ulapland.fi/vpj>. Job descriptions or disputes that are to be discussed by the evaluation groups are to be delivered electronically at least two days in advance to enable the members of the evaluation groups to familiarize themselves with the job descriptions.

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