

Salary negotiations in the insurance sector

A guide for managers and employees



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VAKUUTUSVÄEN LIITTO VvL ry

The Union of Insurance Employees in Finland VvL

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1 Introduction

The insurance sector adopted the salary negotiations model in 2009, and it is now applied to all office personnel that fall within the scope of the insurance sector collective agreement. Summer help and employees with few working hours (regular working time averages less than 16 hours per week) fall outside the scope of the collective agreement and thus do not undergo salary negotiations.

One of the main objectives of the salary negotiations is to enable employees to feel that their pay and its development are fair and motivating and that their earnings development is competitive. Another key objective is to increase company-level decision-making in pay matters together with the personnel.

For salary negotiations to be successful, companies must have an up-to-date pay policy, and both managers and employees must be familiar with the current compensation system and receive enough training to have salary negotiations.

A salary negotiations model that is used well enables a fair and motivating compensation system, creates better conditions for companies to succeed and develop their activities, and allows employees to improve their professional skills and competence.

With wishes of successful negotiations,

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The Union of Insurance Employees in Finland VvL

2 Salary negotiations

Salary negotiations are the right of the employee and the duty of the manager. The employer determines the manager with whom the employee has the salary negotiations and ensures that the employee is aware of this. Salary negotiations are used to assess the employee's job difficulty, qualifications and performance and to achieve a consensus on whether the employee will receive a salary increase. If an employee refuses salary negotiations, the manager decides whether that employee will receive a salary increase.

Salary negotiations clearly establish how duties and performance affect salary. The salary negotiations model also serves as a leadership tool, allowing managers to include more incentives. When done right, salary negotiations create pay satisfaction, steer operational changes and encourage employees to achieve key goals.

The objective of salary negotiations is to guarantee employees a fair and motivating salary and its development. Successful salary negotiations thus require that managers can explain why an employee will receive a salary increase, a minor increase or no increase at all.

The time frame of salary negotiations is determined by the employer representatives and employees together, as per the possible instructions offered by the company's salary negotiations group. In any case, salary negotiations must always be held before the pay rise deadlines determined in the collective agreement. Managers must also inform employee representatives well in advance of the period during which salary negotiations will be held.

3 Pay structure in the insurance sector

3.1 Fixed total salary

With the implementation of the salary negotiations model, the salary of all office personnel whose job belongs to the pay grades or above them is determined individually. The total salary reflects the job's difficulty, the employee's qualifications and personal performance, and the principle of equal compensation for equal or equivalent work.

The following affect office personnel's salary:

- duties and changes in them (job difficulty)
- experience
- qualifications (competence and maintaining and developing one's professional skills)
- performance (work quality and ambition)
- development of own work and working methods
- cooperation and interaction.

3.1.1 Guaranteed salary element determined by job difficulty

Job difficulty determines the guaranteed salary element, i.e. the pay grade for each employee. Job difficulty assessment considers all the duties of the employee and scores the job as a whole.

The assessment looks at actual duties: it evaluates how difficult the job is and examines what the employee actually does, not what the employee's personal qualities are or how well he or she performs. All employees who do equal or equivalent work will receive the same score and thus fall in the same pay grade.

The employer must inform all employees about how their job is scored and what makes up their total salary, including the different salary elements and incentives.

Assessing job difficulty when duties change

Job difficulty is reassessed whenever an employee's duties change. If the duties change essentially, the employee will receive a salary increase starting from the beginning of the month following the assessment. This raise amounts to at least the difference between the new and old pay grade. Examples of essential changes include, for example, organisational restructuring or appointment to another role. If an essential change does not result in the employee being transferred to a higher pay grade, the new role's effect to the salary will be discussed at the next salary negotiations.

If the changes to the duties are not essential, the employee's new duties are compared against the job difficulty scale in the salary negotiations. If the job is deemed more difficult, the resulting salary increase is awarded in the salary negotiations.

3.1.2 Personal salary element determined by qualifications and performance

Qualifications and performance

In the salary negotiations, the manager and employee describe the employee's duties and discuss his or her qualifications for and performance in these duties. The unions have determined how the qualifications and performance of employees covered by the collective agreement are assessed in salary negotiations. The employer and employee union can, however, determine other assessment criteria at the company. Company-specific interpretation guidelines for the criteria can also be issued by the salary negotiations group.

The salary negotiations are used to assess how employees have performed in their duties.

The salary negotiations are used to assess how employees have performed in their duties. They can also be used to address upcoming changes in duties and responsibilities and to determine possible areas of development in regard to current and future duties.

For salary negotiations to be successful, each employee must have an up-to-date job description in writing. The job description must be written on the form drawn up by the unions unless the employer and employee union have locally agreed to use a different model.

Assessment criteria for qualifications and performance

The assessment criteria for qualifications and performance determined by the unions are the following:

- professional skills, competence and experience
- cooperation and interaction
- quality of work
- personal performance and ambition

The following will be considered in assessing professional skills, competence and experience:		
Assessment criteria	Union examples	Company- or department-specific criteria
maintaining and developing professional skills and competence	handling various pension/insurance/compensation cases in different roles, making independent solutions, and processing mandate	
accumulating work experience	accumulating work experience in different roles or duties, not just years served at the company	
developing oneself and the motivation to develop	making connections with e.g. the skills mapping, pursuing training opportunities, e.g. degrees in the field, and acquiring company-specific system licenses and type-specific licenses	
developing one's work and working methods	working together with colleagues and the manager to develop work by e.g. suggesting improvements	
multiple skills	being competent to help other teams/people, being able to do the work of others during peak seasons, being able to do various stages of a work/service process, being able to solve different types of insurance, compensation or pension, being willing to put one's skills to use in duties other than own during rush times, testing changes/reforms before they are implemented	
language skills	using one or more foreign languages at work	
for managerial positions: leadership	evaluated based on leadership evaluation criteria (e.g. atmosphere)	

The following will be considered in assessing cooperation and interaction:		
Assessment criteria	Union examples	Company- or department-specific criteria
ability to create an atmosphere of cooperation in various situations	sharing personal views/discussing workplace atmosphere	
handling mutual matters and participation	participating in team meetings, representing staff, taking part in small group projects	
ability to give and receive feedback, especially in managers		

The following will be considered in assessing the quality of work:		
Assessment criteria	Union examples	Company- or department-specific criteria
feedback received on the quality of work	feedback is individualised and monitored throughout the year, the feedback system is open, reliable and equal / customer feedback or some other systematic way of assessing the quality of work	
for managerial positions, also leadership		

The following will be considered in assessing personal performance and ambition:		
Assessment criteria	Union examples	Company- or department-specific criteria
ability to work towards objectives	does not refer to quantitative or monetary objectives, but instead to the ability to work in accordance with workplace objectives, e.g. making correct or high-quality compensation decisions, providing comprehensive customer service and making correct pension solutions	

A summary that includes the assessment form for qualifications and performance must be drawn up for all salary negotiations. If the employee's job description has changed since the previous negotiations, an updated job description form must also be included.

4 Duties of the salary negotiations group

Each company has a salary negotiations group with employer and employee representatives. The group determines its own operations model, organisation and meeting schedule, but the employer is responsible for summoning the group. The employer must summon the salary negotiations group whenever necessary, but at least once every calendar year.

Group members must be given enough paid time off from their work to attend the group's meetings and to prepare for them with staff representatives. Staff representatives must also be given time off to do their duties, and this time must be taken into account in their work load, objectives and the organisation of their tasks.

The salary negotiations protocol defines the salary negotiations group's responsibilities. According to it, the group has the following responsibilities:

- Monitoring and promoting the functionality and practical implementation of the salary negotiations system
- Discussing the principles of pay policy annually before the salary negotiations are held
- Participating in the planning and execution of the training required by the salary negotiations system
- Examining where company-specific job titles fall in general statistical nomenclature
- Handling any disagreements concerning salary negotiations
- Examining different pay systems and how they are monitored based on information offered by the employer
 - Union recommendation: The salary negotiations group should handle pay policy as part of the assessment systems used in the company
- Monitoring earnings development in the company

4.1 Monitoring

The salary negotiations group should discuss feedback collected after the previous salary negotiations round and pay particular attention to the matters that left the most room for improvement.

Feedback collected by the unions targets the following as areas of development:

- Giving and receiving justifications
- Poor preparation
- Vague assessment criteria or lack of a consistent company-wide policy
- Identifying areas of development and agreeing with the manager on their follow-up
- Receiving sufficient information about personal performance

Feedback collected by the unions targets the following as areas of development

4.2 Principles of pay policy

For salary negotiations to succeed, it is crucial that the company has a pay policy that is open, transparent and fair. In discussing the pay policy, the employer and personnel should discuss what incentives and bonus systems the company uses in addition to the guaranteed salary element determined by job difficulty and the personal salary element determined by qualifications and performance.

For salary negotiations to succeed, it is crucial that the company has a pay policy that is open, transparent and fair.

In discussing how the compensation system works, the company makes its compensation scheme transparent and allows its employees to learn who are rewarded, what they are rewarded for, what rewards are used and how. The compensation scheme is not limited to monetary rewards, but also includes development and training opportunities, opportunities to participate and influence, feedback received for work, appreciation, employment stability, and working-time arrangements.

Discussing pay policy also brings up topics such as ensuring earnings development, monitoring the realisation of the pay policy and assessing how well the compensation scheme works.

The employer determines the company's pay policy after it has been discussed in the salary negotiations group or, if the company does not have one, together with the personnel.

4.3 Salary negotiations training

For salary negotiations to succeed, all managers and employees must be familiar with salary negotiations and trained to have them. Planning and organising this training is therefore an important responsibility of the salary negotiations group. Training should target new managers and employees in particular, but the employer must give everyone time to attend training and read the instructions on the intranet during working hours, and managers must ensure that employees participate in the training. All salary negotiations training takes place during regular working hours and the employer covers all its costs.

Furthermore, all managers and employees must be familiar with salary negotiations and trained to have them.

4.4 Pay statistics and pay grade information

All employees must have access to the following information before salary negotiations: the insurance sector's average income and income development, the company's average income classified according to the Confederation of Finnish Industries EK's nomenclature of occupational titles, and the company's pay grade distribution. The salary negotiations group should ensure that this information is up to date well before salary negotiations are had.

Pay statistics are available in Finnish at

www.finanssiala.fi

Example of salary statistics							
Insurance sector, October 2011, women							
Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8
4920	Insurance business: operational duties Managing insurance policies	Region	Number	EUR/month	10%	50%	90%
		1	592	2,802	2,238	2,700	3,404
		2	17	2,378			
				609	2,790	2,214	2,690
4921	Handling insured events	1	1,154	2,701	2,213	2,626	3,249
		2	21	2,529			
				1,175	2,698	2,213	2,623

For example, 10% of those who live in the capital region and handle insured events have a monthly salary of less than 2,213 euros.

How to read this table:

Column 1: The statistical code of the occupational title according to the Confederation of Finnish Industries EK's nomenclature

Column 2: Occupational group and occupation

Column 3: Cost-of-living index region (1 = capital region, 2 = other regions)

Column 4: Number of those with the occupational title according to cost-of-living index regions and in total

Column 5: Average monthly salary

Column 6: 10% (of those in the group) earn less than this

Column 7: 50% (of those in the group) earn less than this

Column 8: 90% (of those in the group) earn less than this

4.5 Disagreements

A successful salary negotiations model includes a rectifying procedure. The salary negotiations group must therefore agree in advance how local negotiations in their company handle disagreements and cases in which an employee has been left without the average increase for three times in a row. If a decision has clearly been based on incorrect information, it must be rectified, or the manager must be instructed to do so. It is integral that salary negotiations treat people consistently and equally and apply the same principles to all.

5 Preparing for salary negotiations

CHECKLIST FOR MANAGERS

Preparing for salary negotiations

- Participating in training
- Getting to know the company's pay policy
- Getting to know the pay statistics
- Getting to know the job difficulty scale and the assessment of qualifications and performance
- Ensuring employee preparation by e.g. organising work so that employees have time to participate in training and get to know the intranet materials
- Getting to know the employees' job descriptions and changes in them
- Following information given about the negotiations and discussing it
- Preparing assessments and reasons for suggested salary increases
- If the employee works under several managers, getting to know the job descriptions of each manager

Providing information

- Agreeing on the dates and times of salary negotiations with the employees
- Informing the employee representative of the salary negotiations period
- Preparing for exceptional circumstances
- Providing employees with statistics on pay and pay grades
 - Available average income and income development information in the insurance sector
 - Available average income (according to the classification of the Confederation of Finnish Industries EK) in the company
 - Pay grade distribution in the company

Having salary negotiations

- Describing the employee's current duties and results and ensuring that the job description is up to date
- Discussing the employee's qualifications and performance, filling in the assessment form and stating consensus or disagreement
- Discussing the employee's salary and the possible upgrade of pay grade
- Discussing and seeking a consensus on increasing the employee's pay and stating consensus or disagreement
- Possibly suspending salary negotiations

After the salary negotiations

- Implementation of the possible salary increase as agreed in the salary negotiations
- Implementation of the possible general increase
- Going over possible support measures with the employee if one or more areas of development have been identified, and agreeing on and ensuring their monitoring
- Providing the employees information about the salary negotiations (average increase in euros and the number of increases implemented)
- Archiving the salary negotiations documents
- Creating documentation for the following salary negotiations

CHECKLIST FOR EMPLOYEES

Preparing for salary negotiations

- Participating in training
- Getting to know the company's pay policy
- Getting to know the pay statistics
- Getting to know the job difficulty scale and the assessment of qualifications and performance
- Identifying job difficulty, noting changes in your job description and objectives, and assessing the need to upgrade to a higher pay grade
- Assessing your qualifications and performance and preparing justifications for your assessment
- Following information given about the negotiations and discussing it with colleagues
- Preparing reasons for your suggested salary increase

Acquiring information

- Agreeing on the dates and times of the salary negotiations with the employer
- Seeking support from the employee representative
- Acquiring pay statistics and pay grade distribution information from the manager/company intranet
 - Available average income and income development information in the insurance sector
 - Average income (according to the classification of the Confederation of Finnish Industries) in the company
 - Pay grade distribution in the company

Having salary negotiations

- Describing your current duties and results, and ensuring that your job description is up to date
- Discussing your qualifications and performance, filling in the assessment form and stating consensus or disagreement
- Discussing your salary and the possible upgrade of pay grade
- Discussing and seeking a consensus on increasing your pay and stating consensus or disagreement
- Possibly suspending salary negotiations

After the salary negotiations

- Implementation of the possible salary increase as agreed in the salary negotiations
- Implementation of the possible general increase
- Going over possible support measures with your manager if one or more areas of development have been identified, and agreeing on and ensuring their monitoring
- Being informed of the average increase in euros and the number of increases implemented as a result of the salary negotiations
- Creating documentation for the following salary negotiations

6 Having salary negotiations

6.1 Personal salary negotiations

Personal salary negotiations are an important part of determining an employee's salary and ensuring its development because the negotiations offer all employees an opportunity to discuss their pay with their manager. Before the negotiations, the manager and employee must both familiarise themselves with the forms and assessment criteria used in the salary negotiations.

If either the employee or the manager wishes to suspend the salary negotiations, the parties must agree on when the negotiations will be continued and reserve enough time for continuing them. If an employee suspends salary negotiations, the negotiations may not be continued before the employee has had an opportunity to contact the employee representative.

Once the salary negotiations are over, the manager ensures that there are two copies of all documents and that the employee receives his or her copy. The documents can also be provided electronically, in which case both parties have access to them.

6.2 Changes in job difficulty

The purpose of salary negotiations is to describe the employee's current duties, possible upcoming changes to these duties, and the results achieved.

The employer must inform all employees about how their job is scored and what makes up their total salary, including the different salary elements and incentives.

In the salary negotiations, the parties ensure that the employee's job description is up to date and attach a job difficulty form, job difficulty score and pay grade to the job description.

Job difficulty is reassessed immediately after an employee's job description undergoes essential changes. If the reassessment results in a higher pay grade, the employee's salary increases by at least the difference between the new and old pay grades. The increase takes effect from the beginning of the month following the reassessment.

Salary negotiations

- Describe the employee's duties and results achieved
- Discuss the employee's qualifications and performance
- Discuss the employee's salary based on current and possible upcoming duties and responsibilities
- Aim to achieve consensus on a salary increase
- Record the factors the employee can use to negotiate a salary increase in the following salary negotiations, if he or she does not receive one now

6.3 Assessment of qualifications and performance

The assessment of an employee's qualifications and performance is an essential part of salary negotiations. Qualifications and performance are assessed using the form provided by the unions (see Appendix, section II), unless the employer and employee union have agreed otherwise at the company. The process provides a comprehensive assessment of each employee's qualifications and performance. The assessment criteria are treated as equal unless the company's pay policy determines otherwise. Different departments and units may choose to weight assessment criteria differently.

The manager and employee present and justify their own views of the employee's professional skills, competence and experience; cooperation and interaction; quality of work; and the development and maintenance of personal performance and ambition. The assessment seeks a consensus on whether the factors are areas of development or whether the employee's qualifications and performance meet or exceed the job's requirements.

The manager and employee present and justify their own views of the employee's professional skills, competence and experience; cooperation and interaction; quality of work; and the development and maintenance of personal performance and ambition.

During the negotiations, the manager uses concrete examples to discuss the areas in which the employee has performed well and the areas in which the employee could improve either in qualifications or performance. Managers can use the table provided in Section 3 to share concrete examples.

The justifications must be grounded in the company's pay policy: how is the pay policy reflected in this employee's work and how should the employee be rewarded? It is essential that employees know how they can affect their salary.

The manager fills in the assessment form during the negotiations. The manager also writes down whether the parties reached a consensus in the assessment of qualifications and performance and provides reasons for possible disagreement. The manager records the identified development measures on the summary form, but the employee must also ensure that they are written down. The manager also must be ready to offer concrete examples of why the employee should or should not receive a salary increase.

6.4 Summary of the salary negotiations

The manager and employee draw up a written summary of their salary negotiations. The summary must include the employee's job description (if it has changed since the last negotiations) as well as the assessment form for qualifications and performance. The job description form (Appendix, section I) must describe the main changes to the employee's duties, possible upcoming changes to these duties, and the development measures identified.

The salary increase form (Appendix, section III) must state whether the manager and employee agree on the size of the salary increase. If the parties cannot reach an agreement, they must provide reasons for their differing views.

The employer must archive the documents for at least ten years either as a hard copy or electronically. The employee has the right to receive the salary negotiations documents from the employer on request.

6.5 Salary increase

Salary negotiations aim to achieve a consensus about whether the employee should receive a salary increase. At the end of the negotiations, the manager decides on the increase. If necessary, the size of the increase can be stated in a brief follow-up meeting after all salary negotiations have been had.

The employee's fixed total salary cannot decrease as a result of salary negotiations.

The employee's possible general increase, possible negotiations-based salary increase and revised fixed total salary must all be stated on the summary form.

The employee's fixed total salary cannot decrease as a result of the salary negotiations.

7 Protection of the individual

7.1 Right to receive training and statistical information

Before the salary negotiations, employees and managers must be familiar with and trained to use the job difficulty scale, the assessment of qualifications and performance, the principles of pay policy, and the salary negotiations procedure. It is especially important to ensure that those using the assessment form for qualifications and performance are familiar with the criteria and their company- or department-specific interpretations.

Managers and employees must also be familiar with the contents of the collective agreement, any company-specific agreements and the salary negotiations procedure.

Moreover, both parties must gain access to the following statistical information well before the negotiations: the insurance sector's average income and income development, the company's average income according to the classification of the Confederation of Finnish Industries EK, and the company's pay group distribution.

7.2 Right to suspend negotiations

Both the manager and the employee have the right to suspend salary negotiations for a good reason. Such reasons include acquiring further information. Further information can be acquired, for example, from the employee representative, the manager's manager, the human resources department, the occupational safety delegates, the Union of Insurance Employees in Finland VvL, Finance Finland or Service Sector Employers Palta.

Other good reasons for suspending salary negotiations include one party's inappropriate behaviour or a heated debate. It may also be necessary to suspend negotiations if one party comes to the negotiations unprepared or if external factors disturb the negotiations.

If an employee suspends salary negotiations, the negotiations cannot be continued until the employee has had an opportunity to contact their representative.

7.3 Exceptional circumstances

7.3.1 Short-term absences

If the employee is unable to have salary negotiations on the agreed date due to a short-term absence, the negotiations should be had before the absence if the size of the negotiations-based increase is already known and no other reason prevents the negotiations. If the salary negotiations cannot be had before the absence, the negotiations should be had remotely via electronic communications commonly used at the company. For remote negotiations to be successful, the parties must ensure genuine interaction, confidentiality and a personal atmosphere. If this cannot be ensured, the salary negotiations should be had immediately after the employee returns to work.

7.3.2 Absences that span between salary negotiations rounds

If the absence spans between salary negotiation rounds and is due to family leave, illness, military service, civil service or voluntary military service, the employee is guaranteed a pay rise equal to or higher than the average increase in the company. All employees always receive the general increase.

7.4 The three-negotiation rule

The salary negotiations group handles all cases in which an employee's salary increase has been lower than half the average increase in three consecutive salary negotiations.

This allows the salary negotiations group to examine how the employee has developed his or her qualifications and performance, how the manager has promoted the development of the employee's qualifications and performance, if the employee has been treated fairly and equally in comparison to other employees, and if the poor pay development can be explained with reasons related to the workplace or working conditions that can be affected.

The employer must introduce to the salary negotiations group all cases that meet the requirements of this three-negotiation rule within two months of the implementation of the negotiations-based increase. Employees have the right to refuse the salary negotiations group from handling their case. The refusal must be given in writing.

7.5 Disagreements

Salary negotiations disagreements are handled in accordance with the order of negotiations described in the salary negotiations protocol. If the manager and employee disagree on the assessment of qualifications and performance and/or the salary increase, the disagreements and its reasons must be recorded on the forms used in the negotiations.

The order of negotiations applies to the execution of salary negotiations, the assessments made in salary negotiations, the salary increases implemented based on salary negotiations, and the disagreements concerning local agreements. The order of negotiations does not apply to pay policy disagreements, because employers determine their pay policy independently.

Local negotiations

Disagreements are first negotiated locally between an employer representative and employee representative as determined in the insurance sector's agreement.

If these local negotiations do not reach an agreement, the employer representative or employee representative can take the matter to the salary negotiations group in companies and groups that have a salary negotiations group.

If the disagreement cannot be settled neither in the negotiations between the employer representative and the employee representative nor in the salary negotiations group, the parties must immediately draw up a memorandum of the matter. At the very least, the memorandum must include the factual information concerning the disagreement and the positions and reasons of both parties.

Union-level pay system group

If a matter cannot be resolved in local negotiations, it can be introduced at the unions' joint pay system group. As a rule, this union-level group does not handle disagreements over individual qualification and performance assessments: such cases can only be introduced in the pay system group if the company in question does not have a salary negotiations group. The union-level pay system group handles all other salary negotiation disagreements.

The union-level pay system group must avoid unnecessary delay in handling cases.

Labour Court

If the union-level pay system group cannot reach an agreement, the Union of Insurance Employees in Finland VvL, Finance Finland or Service Sector Employers Palta can bring the case to the Labour Court. Individual qualification and performance assessments made by managers cannot be introduced at the Labour Court.

For more information, contact the Union of Insurance Employees in Finland VvL, Finance Finland or the Service Sector Employers Palta. The Union of Insurance Employees in Finland VvL can also provide the details of your company's employee representatives and member association.

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Appendix

Employee's name: _____

Manager's name: _____

I Job description and pay grade

- We have discussed and updated the employee's job description and job difficulty score.
(Attach the employee's job description form)

Main changes in the employee's duties and responsibilities
The employee's pay grade
<input type="checkbox"/> will change. The new pay grade is _____.
<input type="checkbox"/> will not change.
Known or prospective upcoming changes to the duties and responsibilities

- The employee has refused salary negotiations.

Both the manager and the employee have the right to suspend salary negotiations for a good reason, such as to acquire further information. If an employee suspends salary negotiations, the negotiations cannot be continued until the employee has had an opportunity to contact the employee representative.

II Assessing qualifications and performance

In the salary negotiations, the manager and employee assess the employee's qualifications and performance in relation to his or her job requirements.

	Area of development	Meets the level required by the position	Exceeds the level required by the position
Professional skills, competence and experience <ul style="list-style-type: none"> - maintaining and developing professional skills and competence - experience - development and motivation to develop - developing one's work and working methods - multiple skills - language skills - leadership (for managerial positions only) 			
Cooperation and interaction <ul style="list-style-type: none"> - ability to create an atmosphere of cooperation in various situations <ul style="list-style-type: none"> o as a manager o as an employee o as a colleague o in relation to clients - handling mutual matters and participation - ability to give and receive feedback (especially in managerial positions) 			
Quality of work <ul style="list-style-type: none"> - quality of work and feedback received - leadership (for managerial positions only) 			
Personal performance and ambition <ul style="list-style-type: none"> - ability to work towards objectives 			

We have reached a consensus on the assessment of qualifications and performance.

- Yes
 No

Manager's reasons
Employee's reasons

III Salary increase

If necessary, the size of the salary increase can be stated in a brief follow-up meeting after all salary negotiations have been concluded.

The employee's salary will be increased based on the salary negotiations by _____ euros per month starting _____.

The employee's salary will not be increased based on the salary negotiations.

General increase implemented on _____ is _____ euros (____%).
The employee's fixed total salary starting _____ is _____ euros.

We have reached a consensus on the size of the salary increase.

Yes

No

Manager's reasons
Employee's reasons
We have noted the following concerning development measures and their follow-up:

Date and place _____

Manager _____

Employee _____