

NB. This is a translation of the Danish original. In case of discrepancies between the Danish version and the English translation, the Danish version will prevail.

Salary structure for technical/administrative staff (TAP) managers

A. Prerequisites for use of the salary structure

The overall basis for working with individual supplements for managers employed outside the scientific job structure is:

- This salary structure for technical/administrative staff (TAP) managers
- DTU's overall salary policy
- DTU's salary negotiation procedure
- Collective agreements and organizational agreements
- Circular on framework agreement on new salary systems
- Agreement on executive salary
- DTU Leadership Role and DTU Leadership Foundation.

All documents can be found at DTU Inside.

B. Purpose of the salary structure

The intention with this salary structure is to create a simple and transparent structure for the managers covered by the salary structure, and its primary purpose is to lay down goal-oriented principles for the salaries of technical/administrative staff (TAP) managers at DTU.

The salary structure fundamentally aims to recognize results and performance as well as a behaviour that supports DTU's Leadership Foundation.

DTU wants its technical/administrative staff (TAP) managers to possess or acquire knowledge, qualifications, and competences in relation to the criteria described in section E.

C. Who are covered by the salary structure?

Managers below head of department level who are responsible for employee development interviews (MUS)/leader development interviews (LUS) and who are not covered by the position structure for employees. Other managers—for example project managers and other managers without MUS/LUS responsibilities—are covered by DTU's other salary structures.

D. When is the salary structure used?

The salary structure is used on the following five occasions:

- a) Recruitment and employment
- b) The annual salary negotiation
- c) Significant change in the content of a position
- d) Allocation of one-time bonuses
- e) Allocation of function supplements

E. Grading, qualifications, and competences of technical/administrative staff (TAP) managers

The salary structure operates with the following five management levels:

Levels 1-2 typically cover managers for the collective agreement areas for the Union of Commercial and Clerical Employees in Denmark (HK), Danish Metalworkers' Union, Salaried Workshop Employees, PROSA et al., as well as academic staff with limited management responsibilities.

Levels 3-5 typically cover managers whose position includes significant HR and/or strategic management responsibilities.

Grading is done according to the relevant collective agreement. For academic staff, the grading is as senior executive office with HR responsibilities in accordance with the collective agreement with the Danish Confederation of Professional Associations (AC) (levels 2-4).

Criteria for supplements

Allocation of supplements is dependent on a specific assessment and evaluation of competences and indicators in relation to experience and the level of responsibility inherent in the position. The assessment includes both professional and personal

competences in accordance with DTU's Leadership Foundation.

There may be cases where a salary improvement is desired for a manager but where the size of a full supplement is not proportional to the development in the manager's competences and/or qualifications. In such case, half a supplement may be allocated.

Where the salary arises from a basic salary under a collective agreement, it is possible to agree an increase in the basic salary range concurrently with the granting of a full or half supplement.

When grading the manager in the salary structure and determining the supplement level, the applicable description of the DTU Leadership Role and its elements will be used as a basis.

DTU LEDERROLLEN	FAGLIGE KOMPETENCER	PERSONLIGE KOMPETENCER
FAGLIG LEDELSE	SPECIALISTVIDEN Udfører ledelse på baggrund af fagligt relevant viden PROJEKTLEDELSE Arbejder selv teamorienteret og står til rådighed for sparring OVERBLIK OVER BESLÆGTEDE FAGFELTER Fremmer tværorganisatorisk samarbejde	RAMMÆTTEDE Bidrager til meningsfuld oversættelse mellem UMV, handlingsplan og MUS RESULTATORIENTERET Sikrer kontinuerligt højt forsknings- og/eller ydelsesniveau FAGLIGT NYSGERIG Udfordrer eksisterende praksis og er videbegærlig
RESSOURCE-LEDELSE	ØKONOMIFORSTÅELSE Opstiller og styrer et budget MARKEDSORIENTERING Handler ud fra DTU's mål med fokus på bidrag til samfundet PROCESOPTIMERING Skaber overblik og sammenhænge i ressourcestyring	OMSTILLINGSPARAT Sikrer, at ressourcer løbende tilpasses ændrede vilkår HANDLEKRAFTIG Udviser handlekraft og beslutningsdygtighed OVERBLIK OG SAMARBEJDSORIENTERET Etablerer holdbare løsninger
STRATEGISK LEDELSE	STRATEGISK PLANLÆGNING Bidrager til vision, mission og strategi FORMIDLING Kommunikerer effektivt FUNDRAISING Bidrager til og/eller understøtter tilvejebringelse af midler til forskning	VISIONÆR Tænker strategisk og kan se det ekstraordinære i det ordinære AMBITIØS Opstiller klare og ambitiøse mål NETVÆRKSSKABENDE Identificerer relevante netværk, der styrker faglighed og innovation
ESULTATSKABENDE PERSONALE-LEDELSE	OPSTILLING AF INDIVIDUELLE MÅL Nedbryder overordnede målsætninger, så de giver mening for den enkelte og følger op på resultaterne KOMPETENCE- OG TALENTUDVIKLING Identificerer udviklingsbehov og udvikler talenter KONFLIKTHÅNDTERING Skaber et stimulerende arbejdsmiljø og adresserer konflikter	DIALOGSKABENDE Tager initiativ til dialog og samarbejde på tværs DELEGERENDE Bidrager til en udfordrende og udviklende arbejdsplads med tydelig ansvarsplacering MOTIVERENDE LEDERSKAB Stimulerer til følgeskab gennem situationsbestemt ledelse

Personal leadership in the DTU Leadership Role:

- People focus—Recognizes that human resources are DTU's most valuable asset and seeks to stimulate these through dialogue.
- Relations—Thinks in terms of processes and understands that results are generated through human interaction.
- Reflection—Reflects on own leadership practice and is able to adopt a self-critical perspective.

DTU's five management levels

Level 1

Managers at this level will typically be managers in the collective agreements areas of HK clerical staff and laboratory technician, PROSA, chief engineers, construction engineers, workshop managers, et al.

Typical job titles are: head of section, head of laboratory, team leader.

According to the organizational agreement, workshop managers do not have a basic salary, but an annual negotiation of salary and supplements.

The qualifications supplement can amount to DKK 0, DKK 25,000, DKK 50,000, DKK 75,000, DKK 100,000, DKK 125,000, DKK 150,000.

Level 2

Managers at this level are characterized by one or more of the following:

- Academic education or equivalent
- Zero to three years of managerial experience
- Management of small/medium-sized employee group

Typical job titles are: team leader, head of section, head of operations, business controller, IT manager.

The qualifications supplement can amount to: DKK 0, DKK 25,000, DKK 50,000, and DKK 75,000.

Level 3

Managers at this level are characterized by one or more of the following:

- Academic education or equivalent
- Four to six years of managerial experience
- Management of large employee group
- Management of a few group/team leaders
- Responsible for employee development interviews (MUS)

Typical job titles are: head of unit, senior executive officer, head of section, team leader, head of programme, general manager.

The qualifications supplement can amount to DKK 0, DKK 25,000, DKK 50,000, DKK 75,000, DKK 100,000, DKK 125,000.

Level 4

Managers at this level are characterized by one or more of the following:

- Academic education or equivalent
- At least six years of managerial experience
- Management of a large group of employees
- Responsible for employee development interviews (MUS)/leader development interviews (LUS)

Typical job titles are: head of unit, general manager, head of programme, project manager, deputy director.

The qualifications supplement can amount to DKK 0, DKK 25,000, DKK 50,000, DKK 75,000, DKK 100,000, DKK 125,000, DKK 150,000, DKK 175,000, DKK 200,000, DKK 225,000, DKK 250,000.

Level 5

Managers at this level are characterized by one or more of the following:

- At least six years of managerial experience
- (Indirect) management of a number of managers
- Management of managers and thus responsible for leader development interviews (LUS)

Typical job titles are: deputy director, deputy head of department, centre director.

Grading in salary grade 37 or corresponding level.

The qualifications supplement can amount to DKK 0, DKK 125,000, DKK 150,000, DKK 175,000, DKK 200,000, DKK 225,000, DKK 250,000, DKK 275,000, DKK 300,000, DKK 325,000.

F. Recruitment supplement

In special cases, a recruitment supplement can be granted to managers on their employment if the grading at a salary level and supplements in the salary structure cannot cover the salary with which the manager in question is to be remunerated.

A recruitment supplement is allocated as a pensionable supplement.

The recruitment supplement is converted on the first allocation of a qualifications supplement or in connection with a change of positions and/or career development and is thus offset in the agreed supplement.

G. One-time bonuses

A one-time bonus is typically granted in recognition of an individual performance and results achieved.

It will be agreed separately whether a one-time bonus is to be a pensionable supplement. A one-time bonus is fixed by management after negotiation with the individual manager.

A one-time bonus can be agreed outside the annual salary negotiation (as mentioned in section E).

A one-time bonus amounts to minimum DKK 10,000 and should amount to maximum DKK 30,000 (current level).

H. Conclusion and termination of the structure

This agreement on salary structure has been entered into between DTU's management and the representatives of the organizations who have the right to negotiate, it has been approved by the Executive Board, and discussed in the Cooperation and Joint Consultation Committee on 28 September 2021. The agreement is valid until another salary structure is adopted or it is terminated by either party at three months' notice.