

Catalogue for negotiation of salary supplements for academic staff appointed under collective agreements at School of Business and Social Sciences

Dated 26 June 2012

Caveat: This is a translation of an original document in Danish. In case of discrepancy, the Danish version takes precedence.

Introduction

The salary agreement catalogue for Aarhus University, School of Business and Social Sciences (BSS) comprises academic staff whose salary and employment terms are regulated by the collective agreement for academics employed by the state and the job structure for academic staff at universities. The agreement does not comprise employees employed under the job structure for the Bachelor's degree programme in Engineering and the export engineer degree programme.

BSS wants to use salary as a strategic tool to support recruitment, motivation and retention of highly qualified academic staff who contribute to meeting the objectives of the school's strategy. As part of the incentive structure, the catalogue serves to ensure that local salary formation is based on known and transparent criteria in relation to the granting of supplements.

The salary agreement catalogue builds on the principles of 'Ny løn' (the new salary pool) concerning increased decentralisation and individualisation of local salary formation. Salary is negotiated at the individual departments and is based on the employee's competencies, qualifications and functions. The catalogue constitutes the framework for dialogue and negotiation between management representatives, employee representatives and the organisations authorised to negotiate salary.

The salary agreement catalogue specifies the criteria and sizes of the following types of supplements:

- **Qualifications supplements** are granted to employees who perform special, defined teaching, research and knowledge dissemination activities in addition to their normal duties.
- **Function supplements** are granted to employees who perform a specific function entitling them to such a supplement under this agreement.

Furthermore, employees may be granted a:

- **One-off bonus** for special services which contribute to achieving the strategy and vision of the school and thus the individual departments. The bonus is usually paid once a year in connection with the annual salary negotiations.

It is important to note that the size of the amounts in the salary agreement catalogue indicates the limit of the head of department's negotiating range. Within the maximum limit, the head of department may negotiate supplements as either one or several smaller sums or as an aggregate amount. Granting of other supplements not mentioned in the salary agreement catalogue requires permission from the dean.

Within the principles and framework of the salary agreement catalogue, local agreements describing the local granting criteria in further detail can be concluded at department level.

A new base level (i.e. index 100) came into effect on 31 March 2012. The amounts in this salary agreement catalogue follow this base level.

Appendix 1 shows a conversion table from 31 March 2012 level to the previous 1 October 1997 level.

Appendix 2 shows examples of the composition of salary for each job group in the job structure.

Appendix 3 outlines the salary negotiation process at BSS.

Appendix 4 comprises graphs illustrating the current salary levels at BSS.

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Supplements

All supplements for qualifications and functions in the catalogue are stated as annual base amounts at 31 March 2012 level. Qualifications and function supplements are pensionable and paid monthly in arrears together with the employee's salary.

The size of qualifications supplements and function supplements may vary within the maximum amount specified. Within the maximum limit, supplements can be negotiated as either one or several smaller sums or as an aggregate amount.

1. Qualifications supplements: Criteria and sizes

Qualification supplements are granted on the basis of a special, defined qualitative and quantitative contribution to research and teaching which supports the overall strategy of the school, including that of the individual departments.¹

In order to be considered for a qualifications supplement, the employee must demonstrate commitment and ability to handle organisational and administrative tasks. Furthermore, the employees who may be considered for the supplement are the ones who are able to cooperate with their colleagues in a way that contributes to the continued development of the academic environment at the department and the school.

Research activities comprise peer-reviewed written works such as articles in journals and collections, notes and comments in journals, books/proceedings and conference papers as well as book editing. Written works that have not been subject to actual peer reviews, but stand out because of their communicativeness or inclusion into commission reports etc. will also be considered qualifying for a supplement.

Teaching activities include teaching and student guidance at bachelor, masters and PhD level, establishment of new teaching areas and subjects and development of teaching methods. A qualifications supplement may also be granted for formal authorisation and specialist approval.

Qualifications supplements that are granted will cease if the employee changes job category. Qualifications supplements are generally permanent unless otherwise agreed.

1.1. Research assistant

Criteria	Amount
The supplement can be granted to research assistants who have made a special contribution and demonstrated high quality of work. The supplement is granted for extraordinary performance during the employment period.	The supplement can be paid out in smaller sums of DKK 5,000 <u>up to</u> a total of DKK 20,000.

1.2. Assistant professor/postdoc

Criteria	Amount
The supplement can be granted to assistant professors/postdocs who have made a special contribution and demonstrated high quality of work. The supplement is granted for extraordinary performance during the employment period.	The supplement can be paid out in smaller sums of DKK 5,000 <u>up to</u> a total of DKK 20,000.

¹ For details of the negotiation process see Appendix 3

1.3. Associate professor/senior researcher

In addition to job category supplements, associate professors/senior researchers may be granted the following types of qualifications supplements: Associate professor A, B and C supplement. In addition to this, a special M supplement may be granted.

The purpose of granting qualifications supplements is to retain qualified associate professors and to provide a financial incentive for a continued development of the employee's research and teaching as well as administrative qualifications and competencies.

In order to advance from an A to a B supplement, the full A supplement amount must be utilised. Likewise, the B supplement amount must be fully utilised before a C supplement can be granted. It is possible to grant several supplements simultaneously.

Associate professor A supplement

Criteria	Amount
<p>The associate professor A supplement can be granted to associate professors whose research, teaching and knowledge sharing activities have a scope and quality that at least correspond to the performance that formed the basis for the appointment to associate professor.</p> <p>Furthermore, it is a prerequisite that the employee is making and has made continuous efforts on dissemination and administrative duties</p>	<p>The supplement can be granted as an aggregate amount or as smaller sums of a minimum of DKK 10,000. A total amount of <u>up to</u> DKK 45,000 can be granted.</p>

Associate professor B supplement

Criteria	Amount
<p>The associate professor B supplement can be granted to associate professors who perform research, teaching and knowledge sharing activities that over a period of several years demonstrate continued professional development that exceeds the basis for granting the A supplement.</p> <p>Furthermore, it is a prerequisite that the employee is doing his share of the administrative work and has done so for some time.</p>	<p>The supplement can be granted as an aggregate amount or as smaller sums of a minimum of DKK 10,000. A total amount of <u>up to</u> DKK 40,000 can be granted.</p>

Associate professor C supplement

Criteria	Amount
<p>The associate professor C supplement can be granted to associate professors whose research, teaching and knowledge sharing activities have a scope and quality that significantly exceed the</p>	<p>The supplement can be granted as an aggregate amount or as smaller sums of a minimum of DKK 10,000. A total amount of <u>up to</u> DKK 55,000 can be granted.</p>

<p>performance that formed the basis for the appointment to associate professor and thus what is normally expected of associate professors at BSS.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Several research publications of particularly high quality • New development of teaching activities • Attraction of external research funding • Innovation within the field of knowledge sharing. <p>Associate professors assessed as qualified for a full professorship or with an obtained doctoral degree that meets the requirements set by Aarhus University may also qualify for an associate professor C supplement.</p>	
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1.4. Professorships with special responsibilities (Professor MSO in Danish) and fixed-term ordinary professorships

In order to attract and retain highly talented researchers and develop potentially promising academic fields to international standards, fixed-term professorships with special responsibilities and fixed-term ordinary professorships are advertised.

A professor with special responsibilities is paid a base salary according to the base salary scale set under the collective agreement with the Danish Confederation of Professional Associations. In addition, a pensionable supplement is granted under the job structure which at BSS has been agreed at DKK 225,000 (annual base amount). A professor with special responsibilities is paid such that the total net salary is on a par with that of a professor in salary grade 37 (incl. professor A supplement). No further qualifications supplements can be granted to a professor with special responsibilities; see, however, item 1.6.

Professors with special responsibilities are employed and remunerated as associate professors after the end of their employment period, and the supplement connected to their special responsibilities thus ceases.

A professor employed on a fixed-term contract is placed in salary grade 37. In addition, only a professor A supplement can be granted; see, however, item 1.6.

Upon expiry of the fixed-term professorship, the employee who has agreed to revert to an associate professorship at the time of employment is placed in the base salary scale set under the collective agreement with the Danish Confederation of Professional Associations.

On reverting to an associate professorship, supplements are negotiated locally, but associate professor A and B supplements are guaranteed, though.

1.5. Professor

Professors are placed in salary grade (SG) 37. In addition to a professor A supplement, professors can be granted the following B and C supplements and a temporary M supplement.

Professor A supplement

Criteria	Amount
A professor A supplement is automatically granted upon appointment as professor.	DKK 51,400.

Professor B supplement

Criteria	Amount
The professor C supplement can be granted to professors whose research, teaching and knowledge sharing activities have a scope and quality that over a period of several years demonstrate continued professional development exceeding the conditions for awarding the professorship.	The supplement can be granted as an aggregate amount or as smaller sums of a minimum of DKK 10,000. A total amount of <u>up to</u> DKK 35,000 can be granted.

Professor C supplement

Criteria	Amount
<p>The professor C supplement can be granted to professors whose research, teaching and knowledge sharing activities significantly exceed the performance required for awarding the professorship and thus what is normally expected of professors at BSS.</p> <p>Examples:</p> <ul style="list-style-type: none">• Several research publications of particularly high quality• New development of teaching activities• Attraction of external research funding• Innovation within the field of knowledge sharing.	The supplement can be granted as an aggregate amount or as smaller sums of a minimum of DKK 15,000. A total amount of <u>up to</u> DKK 50,000 can be granted.

1.6. Special temporary qualifications supplement (M supplement)

Criteria	Amount
<p>In exceptional cases, an M supplement can be granted to individual employees at associate professor and professor level who are making a documented and extraordinary contribution within research, teaching and knowledge sharing.</p> <p>The supplement is granted on the basis of an individual assessment which is based on the employee's motivated application and a recommendation from the head of department.</p> <p>Granting is based on the recommendation from the head of department to the dean.</p>	<p>The supplement can be granted as an aggregate amount or as smaller sums of a minimum of DKK 25,000. A total amount of <u>up to</u> DKK 100,000 can be granted.</p> <p>The supplement is temporary and can be granted for a maximum of 4 years. The supplement ceases without further notice at the expiry of the period.</p>

2. Function supplements: Criteria and sizes

Function supplements are granted to employees undertaking functions that entitle them to such a supplement under a specific agreement. Function supplements are granted to the extent that the job function does not already result in supplements under current regulations, including central collective agreements, circulars etc.

The function supplement is only granted as long as the employee performs the function and the supplement ceases without further notice when the function ends, though no later than on the agreed end date.

The salary agreement catalogue does not take into account possible reductions in teaching load.

2.1. Deputy head of department

Criteria/description of responsibilities	Amount
A function supplement is granted for fulfilling the duty of deputy head of department.	Reference is made to Aarhus University's centrally determined amounts; see the wage band for deputy heads of department.

2.2. Centre director

Criteria/description of responsibilities	Amount
A function supplement is granted for undertaking the function of daily manager of a centre. The day-to-day management of a centre is appointed by the relevant head of department.	The size of the supplement is determined following an individual assessment which may depend on the centre's budget, external funding and the number of employees. At present, the size of the supplement is negotiated with the dean.

2.3. Section manager

Criteria/description of responsibilities	Amount
A function supplement is granted for undertaking the function of section manager. The dean approves section managers. The section manager reports to the head of department. The function involves academic management responsibility for a teaching group or a research unit. The section manager handles a number of defined administrative tasks at department level which are specifically agreed with the head of department.	The size of the supplement is determined following an individual assessment which may emphasise the scope and breadth of the research or teaching group. The supplement can be granted as an aggregate amount or as smaller sums of a minimum of DKK 20,000. A total amount of <u>up to</u> DKK 60,000 can be granted.

2.4. Chairman of the board of studies

Criteria/description of responsibilities	Amount
A function supplement is granted for undertaking the duty of chairman of the school board of studies or of the programme board of studies.	DKK 25,000 can be granted.

2.5. Director of studies, full-time studies

Criteria/description of responsibilities	Amount
<p>A function supplement is granted for undertaking the duty of director of studies at one of the eight study programmes at BSS.</p> <p>The director of studies reports to the chairman of the board of studies.</p> <p>Upon expiration of the function, an agreement is made with the employee on how to ensure his/her academic updating. This may for example be done by providing the employee with a teaching-free period for academic updating. The length of the period is adjusted in relation to the scope of the study programme, the number of students and the circumstances in general.</p> <p>It is preferable that all directors of studies continuously conduct teaching activities at the study programme as part of their responsibilities.</p>	<p>Generally, the rates fixed in the collective agreement are used.² This means that the size of the supplement is determined according to the number of STÅ. However, an additional supplement of DKK 25,000 is granted to directors of studies with fewer than 600 STÅ.</p> <p>A director of studies whose responsibilities encompass several departments is granted a supplement by the department at which he/she is employed.</p>

2.6. Director of studies at Executive Master programmes

Criteria/description of responsibilities	Amount
Executive Master (Biannual admission)	DKK 25,000
Executive Master (Annual admission)	DKK 45,000

² Please refer to the collective agreement for academics employed by the state and the collective agreement's appendix 6: Overview of supplements and special provisions

2.7. Programme coordinator

Criteria/description of responsibilities	Amount
<p>A function supplement is granted for undertaking the responsibilities of programme coordinator.</p> <p>The head of department defines the number of programme coordinators at the department.</p> <p>The programme coordinator reports to the chairman of the board of studies.</p> <p>The programme coordinator handles coordination/administrative tasks in relation to specific studies at the department.</p>	<p>The size of the supplement is determined on the basis of the number of subjects and is divided into smaller sums of DKK 5,000. A total amount of <u>up to</u> DKK 20,000 can be granted.</p>

2.8. Chairman of PhD field committee

Criteria/description of responsibilities	Amount
<p>A function supplement is granted for undertaking the responsibilities of chairman of the PhD field committee.</p>	<p>DKK 25,000.</p>

2.9. Union representatives

Reference is made to Aarhus University's central agreement on incentive supplements for union representatives.

2.10. Other function supplements

An individual function supplement may be granted on account of extraordinary responsibilities that exceed the normal scope and responsibilities of the job description and in cases when a function supplement has not already been granted as a result of the extraordinary effort.

The granting of such function supplements which are not mentioned in the salary agreement catalogue requires permission from the dean.

One-off bonuses

One-off bonuses may be granted for extraordinary contributions within research, teaching, knowledge dissemination or handling of administrative tasks. The criterion for the bonus is that the contribution supports the achievement of BSS's strategy and goals in an extraordinary way. The one-off bonus is granted following a specific individual assessment. Agreements on the granting of supplements must be signed by the union representative and the head of department.

For example, a one-off bonus may be granted on account of the employee having secured external funding.

The size of the amount is stated at the current level, and the one-off bonus is not pensionable.

Fixing and negotiation of salary for new employees

The dean authorises the head of department to fix and negotiate salary according to current central agreements and the maximum amounts specified in this salary agreement catalogue. The fixing and negotiation of salary take place in collaboration with HR and the employee unions authorised to negotiate salary.

The relevant position may involve a function supplement; see the section on function supplements.

In special cases when labour market conditions necessitate it, the departments may agree on special personal supplements related to recruitment. Supplements granted in connection with recruitment of a new employee are negotiated with the union representative³ before the letter of appointment is signed. Within the framework of this salary agreement catalogue, a qualifications supplement of up to DKK 20,000 may be granted in connection with recruitment.

³ Professors are entitled to negotiate individually

Commencement date

The salary agreement catalogue comprises all academic staff at AU, School of Business and Social Sciences.

The agreement comes into force when signed by the parties and applies retrospectively as of 1 January 2012 until it is amended due to conclusion of a new agreement or terminated at three months' notice by either party.

Aarhus, 26 June 2012

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Appendices

1. Base level table

2012 level	1997 level
DKK 5,000.00	DKK 3,814.87
DKK 10,000.00	DKK 7,629.74
DKK 15,000.00	DKK 11,444.62
DKK 20,000.00	DKK 15,259.49
DKK 25,000.00	DKK 19,074.36
DKK 30,000.00	DKK 22,889.23
DKK 35,000.00	DKK 26,704.10
DKK 40,000.00	DKK 30,518.98
DKK 45,000.00	DKK 34,333.85
DKK 50,000.00	DKK 38,148.72
DKK 51,400.00	DKK 39,216.88
DKK 55,000.00	DKK 41,963.59
DKK 60,000.00	DKK 45,778.46
DKK 65,000.00	DKK 49,593.33
DKK 70,000.00	DKK 53,408.21
DKK 75,000.00	DKK 57,223.08
DKK 80,000.00	DKK 61,037.95
DKK 85,000.00	DKK 64,852.82
DKK 90,000.00	DKK 68,667.69
DKK 95,000.00	DKK 72,482.57
DKK 100,000.00	DKK 76,297.44
DKK 125,000.00	DKK 95,371.80
DKK 150,000.00	DKK 114,446.16
DKK 175,000.00	DKK 133,520.52
DKK 200,000.00	DKK 152,594.88
DKK 225,000.00	DKK 171,669.24
DKK 250,000.00	DKK 190,743.59

Supplements fixed in collective agreements are converted and rounded off in accordance with the Agency for the Modernisation of Public Administration's conversion rules. Reference is made to the Agency for the Modernisation of Public Administration's website www.modst.dk.

2. Salary structure

The net salary for academic staff consists of:

- Base salary in accordance with the collective agreement with the Danish Confederation of Professional Associations: level 4 (two-year), level 5, level 6 and level 8.
- Job category supplements fixed in collective agreements as per the job structure
- Any qualifications supplements in accordance with the salary agreement catalogue
- Any function supplement in accordance with the salary agreement catalogue (not stated below).

Research assistants

Position	Base salary level	Job category supplement	Qualifications supplement
Research assistant	Level 4 (lowest)	DKK 37,200	Up to DKK 20,000
Research assistant	Level 8 (highest)	DKK 37,200	

Postdocs and assistant professors

Position	Base salary level	Job category supplement	Qualifications supplement
Postdoc/assistant professor	Level 6 (lowest)	DKK 49,300	Up to DKK 20,000
Postdoc/assistant professor	Level 8 (highest)	DKK 49,300	

Associate professors/senior researchers

Position	Base salary level	Job category supplement	Qualifications supplement
Associate professor A	Level 8	DKK 87,900	Associate professor A of up to DKK 45,000
Associate professor B	Level 8	DKK 87,900	Associate professor A of DKK 45,000+ Associate professor B of up to DKK 40,000
Associate professor C	Level 8	DKK 87,900	Associate professor A of DKK 45,000+ Associate professor B of DKK 40,000+ Associate professor C of up to DKK 55,000

Professor with special responsibilities

Position	Base salary	Job category supplement and qualifications supplement
Professor with special responsibilities	Level 8	Special responsibilities supplement of DKK 225,000

Professor

Position	Salary grade	Qualifications supplement
Professor A	37	A supplement of DKK 51,400
Professor B	37	A supplement of DKK 51,400+ B supplement of <u>up to</u> DKK 35,000
Professor C	37	A supplement of DKK 51,400+ B supplement of DKK 35,000+ C supplement of <u>up to</u> DKK 50,000

3. Negotiation procedure in connection with annual salary negotiations

The local salary negotiation procedure reflects the process agreed upon by the Danish Ministry of Finance and the employee unions during the collective negotiation process. The union representatives elected at BSS are thus responsible for negotiating salary on behalf of the employees.⁴ However, professors are entitled to negotiate their own salary.

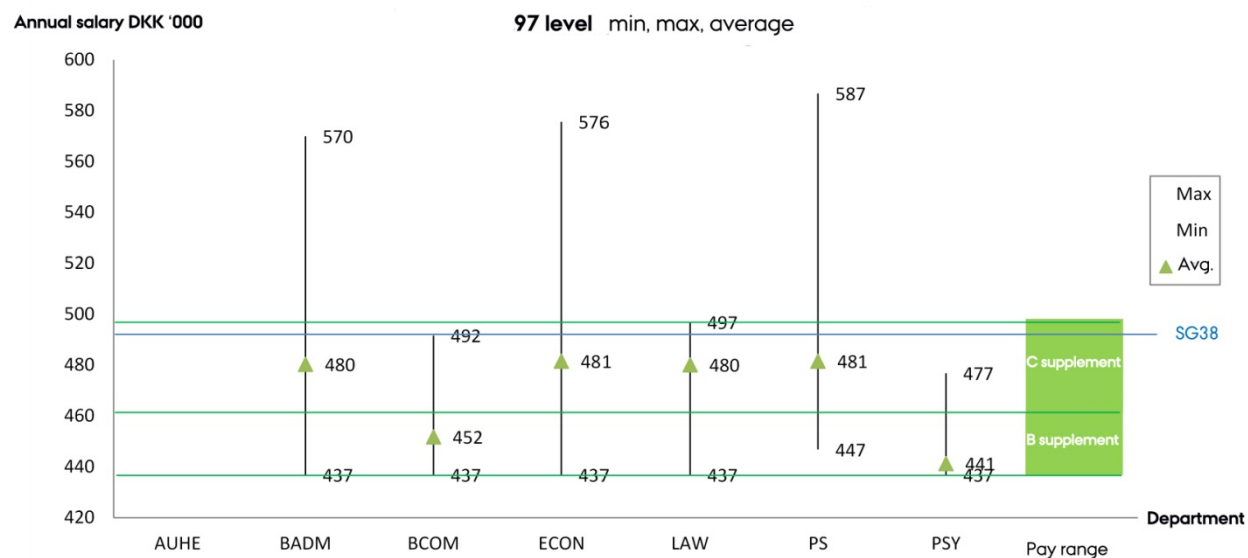
The dean authorises the head of department to negotiate on behalf of the management within the framework of the catalogue for all the employees at the department. HR participates in the negotiations together with the department management.

Salary is negotiated once a year	Prior to the negotiations, relevant material is sent to the manager in question and to union representatives authorised to negotiate salary.
Faculty Liaison Committee (FSU)/Local Liaison Committee (LSU) is informed ahead of the salary negotiations	To ensure a transparent process, the Liaison Committee (SU) is informed of the expected time frame for the negotiations. Local criteria for granting supplements may also be discussed, including prioritised focus areas.
Each department plans its own negotiation process	Efforts must be made to ensure the best possible balance between the responsibility for finance and staff, including the balance between salary formation and achievement of the department's goals.
Application for supplements	Well in advance of the negotiations, the union representatives receive motivated written applications for salary raises from the employees.
Preparing for the negotiations	The management and the employee unions exchange applications/recommendations before the first negotiation meeting to allow both parties to prepare for the negotiations. Professors may exchange applications/recommendations directly with their own manager unless otherwise agreed.
Salary negotiations are a mutual dialogue	Managers and union representatives have a joint responsibility for ensuring progress and dialogue in the process. The parties are obligated to negotiate all proposals received.
Reason	The supplement criteria in the salary agreement catalogue explain the reason for granting or rejecting a supplement.
Negotiation process and results are evaluated	The evaluation, which also comprises relevant statistical material and suggestions for improvements, is subsequently discussed by FSU and LSU. HR prepares the evaluation.

⁴ Research assistants, postocs, assistant professors, senior researchers, associate professors and professors with special responsibilities (Professor MSO in Danish)

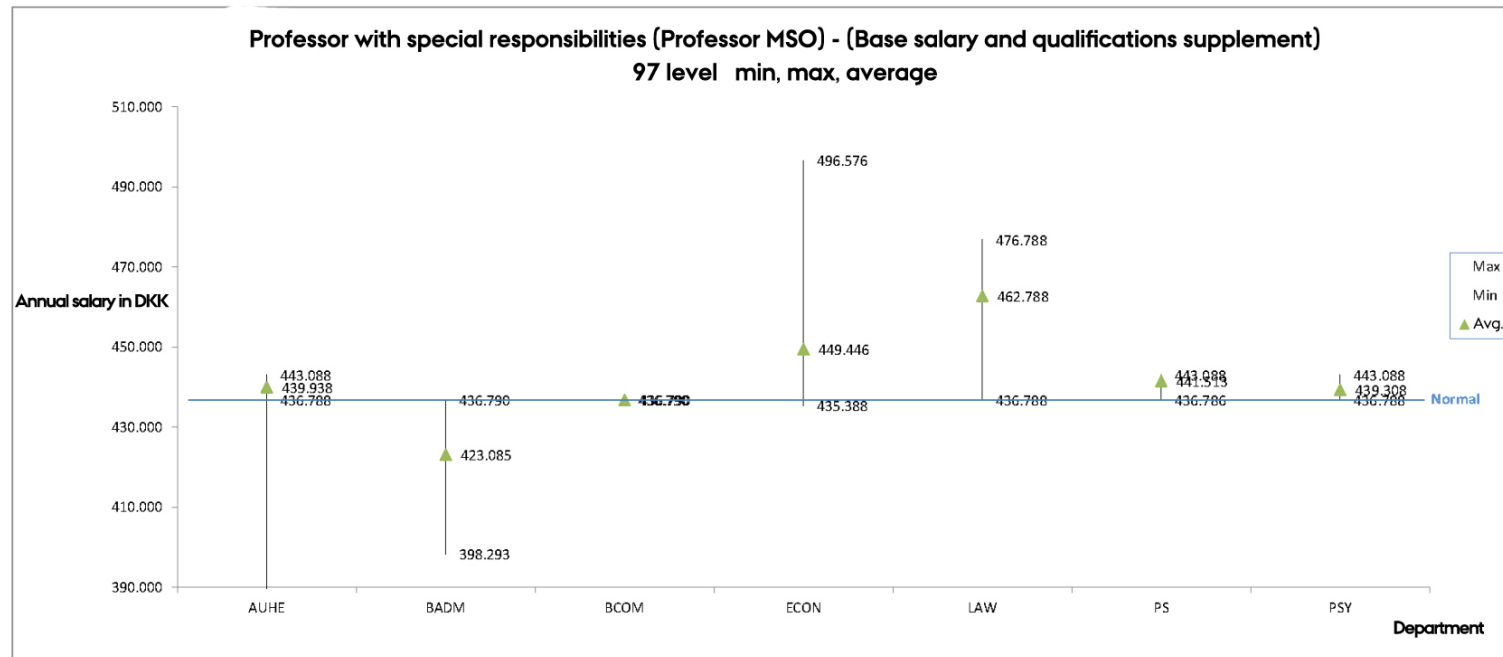
4. Figures showing current salary levels

Professor (base salary, professor supplement and qualifications supplement)



Position	Professor	Department	Max	Min	Avg	Pay range	
Level	97 level	AUHE	0	0	0	Base salary + A supplement - 39,200	436.781
Salary	Base salary, professor supplement, qualifications supplement	BADM	570	437	480	B supplement - up to 25,000	436.781 461.781
		BCOM	492	437	452	C supplement - up to 35,000	461.781 496.781
		ECON	576	437	481		
		LAW	497	437	480		
		PS	587	447	481		
		PSY	477	437	441		
						SG38 Base salary and A supplement	491.576

The salary information is created on the basis of professors in the payroll system as at October 2011. The supplements in the salary agreement catalogue have been adjusted slightly in connection with the conversion and rounding off to a new base amount level as at 31 March 2012. This does not affect the levels shown in the graph.



Position Professor with special responsibilities

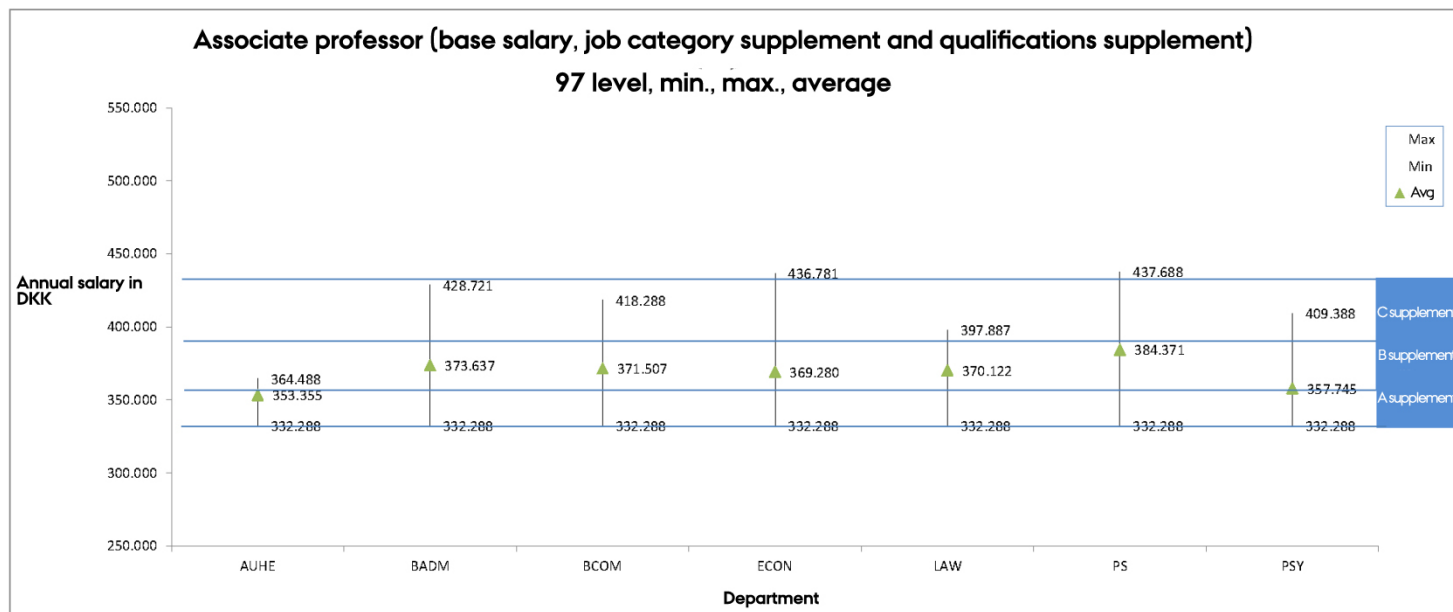
Level 97 level

Salary Base salary, professor supplement, qualifications supplement

Department	Max	Min	Avg
AUHE	443.088	436.788	439.938
BADM	436.790	398.293	423.085
BCOM	436.790	436.790	436.790
ECON	496.576	435.388	449.446
LAW	476.788	436.788	462.788
PS	443.088	436.786	441.513
PSY	443.088	436.788	439.308

Normal, special responsibilities	436.790
Level 8	265.188
Supplement for special responsibilities	132.402
Professor supplement	39.200

The salary information is created on the basis of professors in the payroll system as at October 2011. The supplements in the salary agreement catalogue have been adjusted slightly in connection with the conversion and rounding off to a new base amount level as at 31 March 2012. This does not affect the levels shown in the graph.



Position Associate professor

Level 97 level

Salary Base salary, job category supplement, qualifications supplement

Department	Max	Min	Avg
AUHE	364.488	332.288	353.355
BADM	428.721	332.288	373.637
BCOM	418.288	332.288	371.507
ECON	436.781	332.288	369.280
LAW	397.887	332.288	370.122
PS	437.688	332.288	384.371
PSY	409.388	332.288	357.745

Pay range

Base salary and job category supplement	332.288
A supplement - up to 25,000	332.288 357.288
B supplement - up to 35,000	357.288 392.288
C supplement - up to 40,000	392.288 432.288

The salary information is created on the basis of professors in the payroll system as at October 2011. The supplements in the salary agreement catalogue have been adjusted slightly in connection with the conversion and rounding off to a new base amount level as at 31 March 2012. This does not affect the levels shown in the graph.