



# Employer perspectives on local authorities and county councils

FACTS AND ANALYSIS 2011



Swedish Association  
of Local Authorities  
and Regions



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## Preface



In the report *Employer perspectives on local authorities and county councils*, the Swedish Association of Local Authorities and Regions (SALAR) highlights prioritised employer policy issues. SALAR sets high standards for its employer policy, as do the members of the Association. The aim is to contribute to efficient and effective operations and to interesting and attractive workplaces. Our hope is that the everyday working life of the 1.1 million employees of the local authorities and county councils will be continually improved by our work.

Issues relating to working life and the labour market are of great interest to most people and of decisive importance to everyone. As the employees of the local authorities and county councils make up one quarter of Sweden's total labour force, these issues are of course of particular interest in these sectors. Issues range from the everyday working situation of individual employees and the quality of operations to the state of the economy as a whole. We believe, therefore, that it is particularly important as the employer organisation for this large part of Sweden's labour market to be clear about how we think and act.

This report is one of several channels we use to create an understanding and increased knowledge of some of our most important employer policy issues. Each year we highlight and analyse some of the issues that are particularly important to describe and work on. Every year the report contains sections on Pay Formation and on Improving Health – Reducing Sick-Leave Related Absence. This year we also highlight the areas Managers in the Local Authorities and County Councils and The Adjustment Agreement.

We hope that you will find the issues discussed here as interesting and absorbing as we do.

Agneta Jöhnk

*Employer Policy Division*

The Swedish Association of Local Authorities and Regions

The term "county council" as used here also includes Region Skåne and the Västra Götalands Region.

## **Local authorities and county councils in Sweden**

Sweden is divided into 290 local authorities and 20 county councils. The local authorities and county councils exercise independent political control and have their own areas of responsibility. The degree of autonomy is high. Their task is to meet the needs generated by common public interests in their geographical areas. The county councils are responsible for those tasks that require a somewhat larger population base, for example healthcare. The local authorities (municipalities) have a more sharply-defined local base and are responsible, for example, for schools and the provision of social services. Together, the local authorities and county councils constitute the major part of the Swedish public administration system. The local authorities have approximately 815 000 employees, while the corresponding figure for the county councils is 270 000. Together, this accounts for almost one third of the Swedish labour force.

## **Swedish Association of Local Authorities and Regions**

The Swedish Association of Local Authorities and Regions monitors and represents the interests of the local authorities and county councils in Sweden. This assignment includes acting as an employers' organisation and it is from this perspective that the report has been written.

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# Pay formation

The round of collective bargaining in 2010 covered a large part of the labour market. During and after the negotiations, questions were raised in the course of the public debate as to how the pay differences in occupations and areas of the labour market in which women and men predominate could be reduced. The central question was whether it is possible to achieve relative changes in pay between sectors. We have listed some questions that highlight different aspects of the possibilities from the local authority/county council point of view.

## **What is meant by effective pay formation?**

In common with other social partners, SALAR supports and defends the right to negotiate and the right to take industrial action. How pay formation is conducted is the responsibility of the contractual parties, while the government has overall responsibility for the national economy.

**The social partners and the government believe that effective pay formation is characterised by:**

- Sustainable employment growth.
- Cost increases that, given the development of productivity, do not exceed those in our most important competitor countries.
- Few labour market conflicts and a limited negative impact on third parties.

The aims of pay formation are economic balance and industrial peace. Good practice in pay formation means that the contractual parties should keep cost increases in their own sector within the framework of the norm set by the competitive sector – in practice this means the level set by the parties to the Industrial Agreement.<sup>1</sup> However, it is difficult to make relative changes between sectors with a norm of this type.

**According to the government, however, deviations from the norm may be compatible with good practice under certain circumstances:**

- Consensus is required. In other words, deviations from the norm must be enforced by taking industrial action.
- Parties that agree on deviations from the norm are themselves responsible for ensuring that this does not lead to compensatory demands from other sectors.
- Deviations may not be made as a short-term solution but should be part of a long-term change process, for example to achieve relative changes in pay.<sup>2</sup>

Good practice in pay formation also means that the contractual parties should strive, without taking industrial action, to conclude new agreements before the old agreements expire.

## **What is meant by pay differences?**

**There are various types of explained and unexplained differences in pay:**

- Pay differences within an occupational group at a particular employer. Explained differences in this case relate to differences in the performance and target attainment of the employees.
- Pay differences between occupational groups at a particular employer. If the occupational groups are not directly comparable, the differences are explained by the fact that the employer values the groups differently on the grounds of job content, responsibility and effort.
- Pay differences within an occupational group that works in different sectors. The preconditions governing how employers set pay in different sectors vary and employers also assess the value of occupational groups differently in relation to other occupations.
- Pay differences between different occupational groups that work in different sectors but in some sense can still be regarded as comparable. Such differences are often referred to as structural pay differences and can sometimes be explained, sometimes not.

The debate is mostly about these structural pay differences.

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1 SOU 2006:32 p.66

2 SOU 2006:32 p.66

## **What is SALAR's view of "structural pay discrimination"?**

This is an unfortunate term that easily leads to confusion as it does not relate to discrimination in the legal sense. All employers are of course responsible for their pay structures, but they cannot be held responsible for what other employers in other sectors do. On the other hand, we are happy to discuss how the county councils and local authorities should be attractive employers. Wage levels in our sector, in relation to those in other sectors, are then obviously of interest. We can see that there are pay differences in some cases, but it is not solely the responsibility of the local government sector to change relative pay levels between different sectors to the extent this is deemed to be desirable. This requires broad support and acceptance throughout the Swedish labour market.

## **Are the preconditions for pay formation in the local and regional government sectors and the private sector the same?**

The relative pay changes that are under discussion are above all those that would change relative pay levels between sectors in which women or men predominate. Women predominate in the local and regional government sectors and these sectors are thus often at the centre of the debate. A precondition for relative changes in pay is how pay formation actually works in different parts of the labour market.

In the private sector, the scope for pay increases is created by means of improved productivity and price increases. The financial preconditions in the local authorities and county councils are different. Income does not vary in relation to how much is produced in the same way. Instead, costs have to be adapted to the income one has. Two-thirds of the income consist of tax revenues, which are largely dependent on the number of hours worked and pay trends in the private sector, as well as the tax rate in each local authority and county council. The rest of the income is relatively evenly divided between operational income and government transfers. The regulations on cost pricing and various maximum charges mean that the local authorities and county councils have little scope to increase their funding by charging more for their services. The only thing they can alter is thus their own tax rates. Improvements in efficiency and productivity mean that the same volume of operations can be carried out using less labour, which also creates scope for wage increases or tax cuts, for example.

We cannot expect the total number of hours worked in the economy to grow in the long term. At the same time, the needs stemming from demographic factors will increase in the future. Local and regional politicians will have to make difficult decisions when weighing up the size and extent of the services provided against the need to increase wages in order to retain and recruit competent personnel.

## **Are pay increases in the local government sector “self-funded”?**

If wages in the private sector increase by 2 per cent, for example, the tax revenues of the local authorities and county councils will also increase. This will then make it possible to increase wages in the local authorities and county councils by almost 2 per cent without, for example, needing to raise taxes to fund the pay increase.

The problem is that the ability of local authorities and county council to maintain a given labour force is also affected by a number of factors other than tax revenues and pay increases. These include the development of government transfers and allocations and the initial financial results of the local authorities and county councils.

## **How could a higher rate of wage increases in the local government sector be financed?**

The possible sources of funding available are tax increases, increased government transfers and increased productivity. Price increases are not a possible source of funding due to the various regulations on cost pricing and maximum charges. With increased productivity, that is an increase in production per hour worked in the local authorities and county councils, the operations could be run at a lower cost. Even though the level of income remains unchanged, it would then be possible to provide more services to the public or to leave production at the same level and instead increase hourly wages for the employees. The latter presupposes that the number of hours worked (and thus the number of employees) falls as productivity increases.

### **To sum up, increased productivity may result in:**

- Increased hourly wages, reduced employment and an unchanged operational volume.
- Unchanged hourly wages and employment, but an increase in operational volume.
- Unchanged hourly wages, reduced employment, an unchanged operational volume and an improvement in the financial result or tax cuts.

How these alternatives are actually combined depends on how strongly the various stakeholders; employees, clients and taxpayers, can affect the outcome.

## **How does SALAR view the so-called norm?**

Since 2000, there has been a special agreement (designated KAF 00) on collective bargaining procedures in the local and regional government sectors. According to this, the competitive sector sets the norm in the pay setting process. SALAR's attitude is that the view of the norm must be based on the fact that pay formation also has to be managed at the local level. Every employer should have a great deal of influence over how the money is divided between different sections of the labour force. This view means that SALAR centrally strives to manage the level of wage increases locally. Local employers should be able to allocate wage increases on the basis of their own situa-

tion and needs. It is SALAR's view that the development of the pay of employees in the local authorities and country councils cannot over time deviate from the development of pay on the labour market as a whole.

## **Do other sectors accept deviations from the norm on the part of the local authorities and county council?**

The norm is a foundation stone of the Swedish pay formation process, but in certain circumstances it is also possible to deviate from the norm on the basis of the government's view of pay formation. Acceptance by all is then the key issue.

The local authorities and county councils comprise approximately one quarter of the labour market. Allowing wages to increase more than in the private sector would require broad support and acceptance from all the parties on the labour market. Without this acceptance, there would be demands for compensation from trade union organisations in other sectors which would push up average wage increases and prices. The Riksbank would then have to increase the interest rate in order to bring down inflation by tightening the economy. This would lead to a decline in employment and to increased unemployment.

Our assessment is that it is doubtful whether there is acceptance in other sectors for higher wage increases in the local authorities and county councils than on the rest of the labour market.

## **Summary**

- Pay formation is still based on the competitive sector setting the norm.
- Deviations from the norm may only be made if they are fully supported by the entire labour market.
- The scope for wage increases in the local and regional government sectors is largely created by tax revenues, but the development of government transfers and allocations, for example, also affects this scope.
- Bringing about relative changes in pay requires acceptance from the entire labour market – at present it is doubtful whether such acceptance exists.

### **WOULD YOU LIKE TO KNOW MORE?**

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# Improving health – reducing sick-leave related absence

The effort to improve health and reduce the incidence of sick leave is an important issue that SALAR works with on the basis of several perspectives. The background to this is the interest of the members in the issue – as major employers and as the principals for the health care system. However, after years of focusing on reducing sick-leave related absence it is now time to focus more on efforts to promote health.

## Health and public health

Health is a term that can be defined in many different ways. In 1946, the World Health Organisation (WHO) defined health as “a state of complete physical, mental and social well-being”. Another description is to feel good and to have enough resources to cope with the demands of everyday life and to be able to realise one’s personal goals. Individual perceptions of health are subjective. Some people feel good even though they have an illness, while others feel bad even though they are in good health. How we perceive the term health may also relate to what part of the world we live in.

Sweden is one of the healthiest countries in the world, measured on the basis of average life expectancy. The preconditions for good health are affected by several factors. These include living conditions (for example education, employment, economic conditions and access to health care) the local milieu (the physical and psycho-social environment in which people live, work and spend their leisure time) and the individual’s own choices, habits and behaviour.

Health in working life is one of the 11 target areas that form the basis for public health work in Sweden. In this target area it is stated that a good working life contributes not only to reducing work-related ill-health and thus sick leave related absence. A good working life with sound working conditions also contributes to reducing the social differences in health and to a general improvement in public health. It is also a necessary precondition for sustainable growth. Reducing sick leave related absence – by improving health – makes resources available throughout society and also increases the ability of the local authorities and county councils to perform their core tasks.

### **Working life, health and sick-leave related absence**

Employers in, for example, the county councils, regions and local authorities are important players in the effort to promote health and the work on public health in general in that they can all promote the health of their employees. The work environment – both the physical and the psychosocial – but also factors such as forms of employment and the opportunity to create a balance between work and leisure, are of great importance to good health.

In recent years, the focus has largely been on increasing the number of those on the sick list that can return to work and on avoiding unnecessarily long periods of sick leave. The government's reform of the health insurance scheme and the measures taken to strengthen corporate health services are elements of this. This perspective primarily focuses on individuals who are already sick listed, and is of course important. However, the government's national action plan for work environment policy has now also increased the focus on how the work environment can contribute to creating good health and wellbeing. Conditions in the work environment should now be regarded as important components in the work to reduce exclusion. Reducing sick-leave related absence and increasing health in working life requires measures based on several perspectives and in several policy areas.

According to a recent report on public health (2010), there are clear differences in health between different groups in society. People with a limited education or with low incomes have a shorter average life expectancy and say that their health is poor to a greater extent than the rest of the population. Women's self-reported health is generally poorer than that of men, while men have a shorter average life-span than women. According to statistics from the Social Insurance Office, it is above all people whose work involves physically heavy, strenuous and monotonous tasks that have the highest number of days on the sick list. However, people in occupations that have a demanding psycho-social work environment also have a relatively high rate of sick-leave related absence. Women are sick listed more than men in all occupational categories. This over-representation presents a special challenge to the local authorities and county councils as employers, but also to other sectors of the labour market.





## Healthy workplaces

A prerequisite for a healthy workplace is that there is effective and systematic work on the work environment and that there are sound and well-known routines that can be applied when employees fall ill – in the case of both short-term and long-term illnesses. A clear division of responsibility is also central.

Work environment work can be divided into three perspectives – the health promoting, the preventive and the rehabilitation/habilitation perspectives. While the preventive and rehabilitation perspectives are based on how ill-health and risk factors are defined, the health promoting perspective identifies that which is healthy and the factors that promote health. We refer to pathogenic (absence of illness) and salutogenic (health promoting) approaches.

### Good reasons for working to promote health

Isn't it enough to focus efforts to improve the work environment on removing risks at the workplace and on ensuring that people on the sick list are not absent from work for unnecessarily long periods of time? Why should we also work to promote health? There are several reasons.

The workplace is an important arena in public health work: Even if it is believed that the causes of ill-health are only partly due to conditions at the workplace, working life must also be taken into account in the discussion of how good and developing living environments can be created. From the public health perspective, the workplace is one of several important arenas for health-promotion and preventive measures. A great number of people spend a large part of their day at a workplace.

**Reflect the social assignment regarding health:** The bill on a renewed public health policy (2007/08:110) underlines the individual's need for integrity and freedom of choice for his or her health. The important role of the local authorities and county councils in public health work is also underlined. If our workplaces are to reflect the social assignment regarding health it is important, for example, that all employees should have the right to smoke-free workplaces. The provision of such an environment signals a clear interplay between the social assignment from the government and the operations conducted.

**Reflect the social assignment regarding health:** Employers have a statutory co-responsibility for the health of their employees that obliges them to take the measures required to prevent employees being exposed to ill-health or accidents. A health-promoting approach complements the preventive and rehabilitating approaches as it strengthens the factors at the workplace that promote health.

**The operational perspective:** We often speak about employees as “our most important operational resource”. Although the work environment is often highlighted from an individual perspective, there is also an operational perspective that is at least as important. It is a question of how the work environment affects the quality, efficiency and productivity of the operations concerned. Research shows that factors in the work environment such as noise temperature, lighting and vibrations can clearly lower the performance levels of individuals and thus affect the results of the operations in terms of quality and productivity. Psychological factors and conditions relating to the organisation of work are probably just as important. However, less research has been conducted on these factors than on the physical factors. All-in-all the research says “that people are sensitive component in an operational system and their performance levels fall significantly if there are shortcomings in the work environment”<sup>3</sup>.

**A sustainable work environment in all stages of life:** The government's intention is that the new inquiry on pensions should, among other things, investigate how long we will need to work in the future. The average life-span has increased since the latest reform of the pension system was implemented. When the average life-span increases and the material requirements of the elderly increase, more people will need to go on working somewhat longer than today – unless we want to pay for this by reducing pensions. Increasing the retirement age is one of the conceivable measures for counteracting this. If the retirement age is increased there will also be demands to improve or change conditions in the work environment so that people will be able to go on working longer. We often speak about the importance of a sustainable working life in all stages of life. Here this relates to the conditions and prerequisites for a longer working life.

**Employer brands:** Finally, there is also an attractiveness aspect to the issue. The local authorities and county councils are facing the need to recruit large numbers of employees. It is important for the local authorities and county councils to work on their employer brands and on what they want these brands to convey in order to attract the right employees. Sweden's local authorities and county councils should be seen as attractive, health-promoting employers.

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3 “A good work environment – a success factor?” SOU 2009:47



### **Health-promoting working methods**

The best effects can be achieved if the various work-environment measures – that is health-promoting measures as well as preventive and rehabilitation measures – focus on several levels at the same time. Working in a broadly-based and systematic way has in itself proved to be a success factor. A necessary starting point for all work environment work is the support of the management.

A good start for health-promoting work is to perform a health analysis. However, knowledge about the factors that have an impact on health at the workplace concerned, and which of these factors can be affected, is also required. It is important to highlight the link between health and the operations conducted at the workplace. It is also important to be clear about objectives, roles and responsibilities in the process. As in so many other change processes, persistent and long-term work is central – as are continuity and follow-up. Participation is obviously also another important component of the process.

The measures adopted should be linked to the health-promoting factors that have been defined as being important to the workplace concerned – at the individual, group and organisational levels. This may relate to a range of things; for example keep-fit activities, health consultations, employee surveys, cooperation, competence development and management training. The model below is used by several local authorities and county councils and shows examples of how work environment efforts as a whole are sorted into health-promoting, preventive and rehabilitation measures at the three levels individual, group and organisation.

**FIGURE 1. The components of work environment work.**

Examples of measures in the respective fields.

	Health-promoting	Preventive	Rehabilitating
Individual	Participation/responsibility Keep fit Health consultations Competence development Employee interviews Employee surveys	Workplace introduction health risks at work Keep-fit Systematic work environment work Smoke-free working hours	Keep-fit Information on rights and obligations Rehabilitation routines
Group	Keep-fit Effective cooperation at the work site Coaching/consultation Employeeship/ responsibility	Workplace meetings Keep-fit Competent health and safety representatives Systematic work environment work	Contacts with the workplace
Organisation	Health inspirers Competence development plan Management training Using competence correctly	Keep-fit policy Effective forms for cooperation Action plans for the work environment Using competence correctly Systematic work environment work	Routines for rehabilitation work

### Health-promoting characteristics

A health-promoting workplace emphasises a holistic view of health. A central concept for promoting health is a “Sense of Coherence” (SOC). This means that individuals have a sense of meaningfulness, comprehensibility and manageability at work. In working life, meaningfulness can entail feeling motivated, believing that the work you do is meaningful and that your own values are in step with those of the organisation. Comprehensibility can be strengthened, for example, by providing knowledge, dialogue and feedback. Manageability can be strengthened by increasing the ability to take action, competence, the opportunity to exert influence and participation.

Keep-fit activities are important to strengthen those who are already healthy. There is scientific evidence to show that engaging in physical activity increases our capacity for work and makes us less susceptible to physical and mental stress. Sleep and recuperation are other important factors that enable us to meet the challenges we face at work. However, health-promoting work is about much more than keep-fit activities and enabling a more healthy lifestyle. It is also about organisational factors – for example how the work is organised, that there is a link between powers and responsibilities, how objectives are expressed and followed up and the size of the working group in relation to the nature of the operations and the assignment concerned. Management and leadership are other central factors. Some important preconditions

for sustainable management and leadership are, apart from leadership qualities, that communication is open both upwards and downwards in the organisation, that managers have access to support functions and that there is a link between powers and responsibilities. A research project (CHEFiOS) on the “*Organizational prerequisites for management – healthy jobs and efficient operations in the public sector*” is currently being conducted at the University of Gothenburg in collaboration with local authorities.

#### **Important characteristics of a health-promoting work environment<sup>4</sup>:**

- ‡ The demands of the job and the resources of the employee are in alignment.
- ‡ Managers help to prioritise, but also work strategically and in the long term.
- ‡ The roles at work are clear and the objectives are clear and known.
- ‡ Responsibilities and powers are in alignment.
- ‡ Influence over the work and its planning.
- ‡ Effective communication.
- ‡ Fellowship and social support.
- ‡ That the job feels meaningful.
- ‡ That there is a reasonable degree of predictability.
- ‡ Positive feedback – rewards.

### **Ongoing work**

The number of sick listing days is falling – in the local authorities and county councils as well as in society as a whole. One of the aims of SALAR is that the focus of work environment efforts at both the overall level and among the employers in the local authorities and county councils can now to a greater extent be on the health-promoting and preventive perspectives.

These efforts should not only relate to measures to improve a poor work environment but also to a much greater degree to seeing the work environment as an arena for the development of both individuals and the operations concerned and as a success factor and a means of competition.

A lot of work is underway in the local authorities and county councils – at the organisational, group and individual levels and on the basis of the health-promoting, preventive and rehabilitation perspectives. Many employers cooperate closely with the corporate health services in this work.

Much of the work that SALAR does in the work environment field is bipartisan work conducted by AFA Försäkring – an insurance company that is jointly owned by the social partners. This relates to supporting research and to preventive measures. The aim is to improve people’s health, work environment and quality of life.

- ‡ “Threats and violence” is a prevention project that aims to create safer workplaces and to learn from good examples. Six local authorities and county councils are

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<sup>4</sup> Source: ISM report no. 9: Kunskap och metoder för hälsofrämjande arbetsplatser (Knowledge and methods for health-promoting workplaces). Institute of Stress Medicine, Västra Götalands Region

- involved in this project which covers areas such as ambulance services, psychiatry and social services.
- “Providing care in the home” is a prevention project that is being conducted in six local authorities in Sweden. The project aims to produce material that should act as a support in the dialogue on how to achieve a better work situation and stimulate measures and action. Employees, managers and trade union representatives who work with areas such as home help, personal assistance and assistance assessment are involved in the project.
  - “Healthy operations” is a development programme in the fields of organisation and leadership. The aim is to support the development work of the participating local authorities and thus contribute to healthier organisations. This is done by increasing knowledge about the links between a good work environment, a clear working structure, good dialogue, personal wellbeing and the development of the operations concerned.
  - AFA Försäkring is also managing a project called “Sustainable rehabilitation” on behalf of the social partners. This project aims to evaluate how successful a team-based approach is in rehabilitation work.

All four projects are evaluated and followed up. Groups of researchers are involved in the evaluation of the “Sustainable rehabilitation” and “Healthy operations” projects. The experience gained is disseminated on an ongoing basis through conferences, seminars and articles and on the website [www.suntliv.nu](http://www.suntliv.nu).

Since November 2006, The Work Environment Council of the Local Authorities and County Councils has encouraged the local authorities to introduce smoke-free working hours. The Council has a bipartisan working group that monitors and supports the local authorities’ development towards smoke-free working hours and the aim is that no employee should be exposed to tobacco smoke during his or her working hours. An increasing number of local authorities have taken this step. According to a survey conducted by the independent think tank Tobaksfakta in April 2011, 143 of Sweden’s 290 local authorities apply smoke-free working hours and an additional four local authorities had decided to introduce this within the next 12 months. In 1988, the County Council of Västernorrland was the first county council to decide to become a smoke-free county council, which also entails smoke-free working hours. At present, 19 county councils have decided to introduce smoke-free working hours. Four county councils have gone further and have decided to introduce tobacco-free working hours.

By organising a series of seminars on the theme of Working Life and Health in 2011, SALAR has drawn attention to several important perspectives in the work environment field. These include health-promoting leadership and the health of managers, threats and violence in working life, the work environment responsibilities of the employer and the work environment and patient safety. This series of seminars will continue in the autumn of 2011.



## Summary

- Health in working life is one of the 11 overall objectives that form the basis for public health work in Sweden.
- After years of focusing on reducing sick-leave related absence, attention is now being directed to a greater extent to the healthy and health-promoting workplace.
- Adopting a health-promoting approach to the work environment – that is not only focusing on removing risks at work and getting employees on the sick list back to work – has several advantages for society as a whole as well as for the operations and employees concerned.
- Work environment work can be divided into three perspectives – the health-promoting, preventive and rehabilitation perspectives. Good results are achieved if the work focuses on several levels at the same time – the individual, group and organisational levels.

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# Managers in the local authorities and county councils

Leadership will be one of the key issues in the future development of public welfare in terms of increased efficiency, higher quality, better resource utilisation, systematic improvement work, innovation and new thinking. The responsibility of managers for ensuring that operations deliver the results and the quality expected by politicians and the public is becoming increasingly clear. The ability of the local authorities and county councils to attract, recruit and develop managers will be tested in the years ahead.

As an employers' organisation, SALAR's aim is to help to increase the long-term supply of competent managers in local authorities, county councils and companies. A prerequisite for this is to have access to statistics and facts in order to be well-informed about the need for managers.

How many managers the local authorities and county councils need to recruit is a frequently discussed issue and many more or less reliable figures are in circulation. Since the introduction of a new job identification system (AID) in 2008, SALAR has been able to pinpoint managers in the central personnel statistics. It is thus now possible at the central level to produce data and statistics on managers in the local authorities and county councils. This improves SALAR'S ability to address management and leadership issues from an employers' point of view.

## Large organisations – many managers

Applying a strict definition of the term manager, that is that a manager has financial, personnel and operational responsibilities, approximately 37 700 managers are currently employed in the local authorities and county councils. Of these, 15 670 managers are 55 years of age or older. This is thus the number of managers that will need to be replaced within the next ten years, even if we only take into account retirement at a retirement age of 65. This figure provides a rough indication, but how many managers will actually have to be recruited is of course also affected by other factors, for example how the work is organised and the development of mobility on the labour market as a whole. The managerial replacement process that is already underway provides an opportunity to further develop and strengthen what is already a high level of leadership in the sector. This generational shift is not merely a question of volume. The crucial thing is to recruit the right managers to the managerial posts concerned. One of the challenges to the employer is to identify young employees with the appropriate basic competence and the right motivation and to make it easier for them to grow into the management role.

Many local authorities and county councils are already working actively with this, for example by:

- › Generating interest in leadership and increasing knowledge about what being a manager entails.
- › Looking for potential managers among all the employees using transparent, non-discriminatory and quality-assured recruitment processes.
- › Giving employees the chance to test management through trainee or candidate programmes.
- › Giving new managers training and support along the way, for example in the form of leadership training and coaching.
- › Developing the organisational prerequisites and conditions for managers.
- › Developing the opportunities for career switches, that is being able to switch into and out of a management role.

## Definition of “manager”

The social partners at the central level have jointly decided to define the term manager as an employee that has operational, personnel and financial responsibilities. The most senior managers are designated “A managers” and are directly subordinate to, or answer to, a political board or committee. A managers have overriding operational, financial and personnel responsibilities. Examples of A managers include chief executive officers and chief administrative officers in the local authorities or county councils. Managers at the middle-management level are designated “B managers” and have operational, financial and personnel responsibilities and an overall responsibility within their operational areas (these managers are usually directly subordinate to chief administrative officers). Examples of B managers include heads of department, operational heads, managers for other managers and the heads of various secretariats.

First-line managers are designated “C managers” and also have operational, financial and personnel responsibilities in their specific areas of responsibility.

There are also other types of managers and supervisors in the local authorities and county councils. In the statistics these are referred to as employees with “other management responsibilities” (L) or with “functional or subject responsibilities” (F). The figures in this report are based on the strict definition of management. Other types managers, for example functional supervisors, coordinators or deputies (F and L) also meet important operational needs but they are not the focus of this report.

## **Managers in Sweden**

There is no common definition of the term manager that fits the labour market as a whole. However, the official statistics of Statistics Sweden can be used to analyse the general structure of management on the Swedish labour market. It is not appropriate to use these statistics as a basis for a more detailed analysis, but they can be used to highlight structural differences between managers in different sectors. According to these statistics, approximately one third of the total number of managers in Sweden are women. However, the pattern varies greatly from sector to sector, and the highest proportion of women in management positions is in the local authorities, where 64 per cent of the managers are women, and county councils, where the corresponding figure is 72 per cent. In central government operations, approximately 40 per cent of the managers are women, and in the private sector the figure is 25 per cent.

At the sector level, there is a clear correlation between the percentage of women in management positions and the percentage of women among the employees. According to the statistics from Statistics Sweden, the percentage of managers who are women is also increasing over time. In terms of numbers, the rate of increase for women is much higher than for men.

## **Managers in the local authorities and county councils**

As a basis for the analysis of SALAR’s management statistics it is important to underline the fact that the local authorities and county councils are sectors with many employees and sectors in which women clearly predominate. There are approximately 1.1 million employees in the local authorities and county councils, of which some 80 per cent are women and 20 per cent men. 37 738 of these are managers at the A, B or C level, that is 3.5 per cent of the employees. Two thirds, or 66 per cent, of the managers are women.

At the most senior management level (A) there are 2 393 managers. Of these, 1 428 are men and 965 women, that is 60 per cent are men and 40 per cent are women.

There are 9 393 middle managers (B). Gender distribution in this group is somewhat more even, with 4 185 men and 5 208 women, which means that 45 per cent are men and 55 per cent are women.

Most of the managers, 25 952, are first-line managers (C). 7 347 of the first-line managers are men while 18 605 are women, which means that men account for 28 per cent and women for 72 per cent of the total. All-in-all, the percentage of men in management positions is clearly higher than the percentage of men among the employees. There is a marked predominance of men at the most senior management level.

TABLE 1. Managers at different levels in the local authorities and county councils, 2010.

	Level	Women		Men		Total
		Number	Share (%)	Number	Share (%)	Number
Local authorities	A	818	39.8	1 237	60.2	2 055
	B	3 657	55.7	2 914	44.3	6 571
	C	13 331	69.9	5 749	30.1	19 080
	<b>Total</b>	<b>17 806</b>	<b>64.3</b>	<b>9 900</b>	<b>35.7</b>	<b>27 706</b>
County councils	A	147	43.5	191	56.5	338
	B	1 551	55.0	1 271	45.0	2 822
	C	5 274	76.7	1 598	23.3	6 872
	<b>Total</b>	<b>6 972</b>	<b>69.5</b>	<b>3 060</b>	<b>30.5</b>	<b>10 032</b>
<b>Joint total</b>	<b>Total</b>	<b>24 778</b>	<b>65.7</b>	<b>12 960</b>	<b>34.3</b>	<b>37 738</b>

Source: Bipartisan data, own calculations

Although the official statistics reveal that the situation regarding gender equality, in terms of the proportion of male and female managers, is relatively positive in the local authorities and county councils in relation to the rest of the labour market, more can be done. SALAR's aim is to work for an even distribution of the genders among both managers and employees. A precondition for this is that women and men should have the same opportunities to become and be managers. It is an important precondition, not least with regard to recruitment, that there are equal opportunities for women and men to reach the highest posts under the same terms and conditions. This underlines the importance of quality-assured, transparent and non-discriminatory recruitment processes.

## Organisational preconditions for managers

Other areas that employers need to address are the organisational preconditions, that is "the enablement of management", and terms and conditions under which managers work. Management training has traditionally focused on developing the individual abilities and skills of managers. Recent research, including the project Sustainable Managers, in which SALAR took part, also points to the importance of the external

preconditions for creating health and sustainability. A possible starting point for development work on the situation of managers could be the concept of a “Sense of Coherence” (which is also described in the section Improving Health – Reducing Sick-Leave Related Absence). This entails the individual having a sense of meaningfulness, comprehensibility and manageability at work. In the management role, meaningfulness may relate to being motivated to act as a manager, participation, shared values and cooperating as a colleague with other managers. Comprehensibility may relate to the clarity of the assignment, an understanding of the prevailing expectations, as well as of the assignment and the system the manager works in, access to information, follow-up and feedback. Manageability can be strengthened by providing sufficient resources, appropriate working groups, a reasonable workload, support functions and competence.

FIGURE 2. Organisational preconditions for managers.

Meaningfulness	Comprehensibility	Manageability
<ul style="list-style-type: none"> <li>Motivation</li> <li>Participation</li> <li>Shared values</li> <li>Co-operating as colleagues with other managers</li> </ul>	<ul style="list-style-type: none"> <li>Understanding the assignment, the system and expectations</li> <li>Access to information</li> <li>Follow-up and feedback</li> </ul>	<ul style="list-style-type: none"> <li>Sufficient resources</li> <li>Appropriate personnel groups</li> <li>Reasonable workload</li> <li>Support functions</li> <li>Competence</li> </ul>

**Age structure**

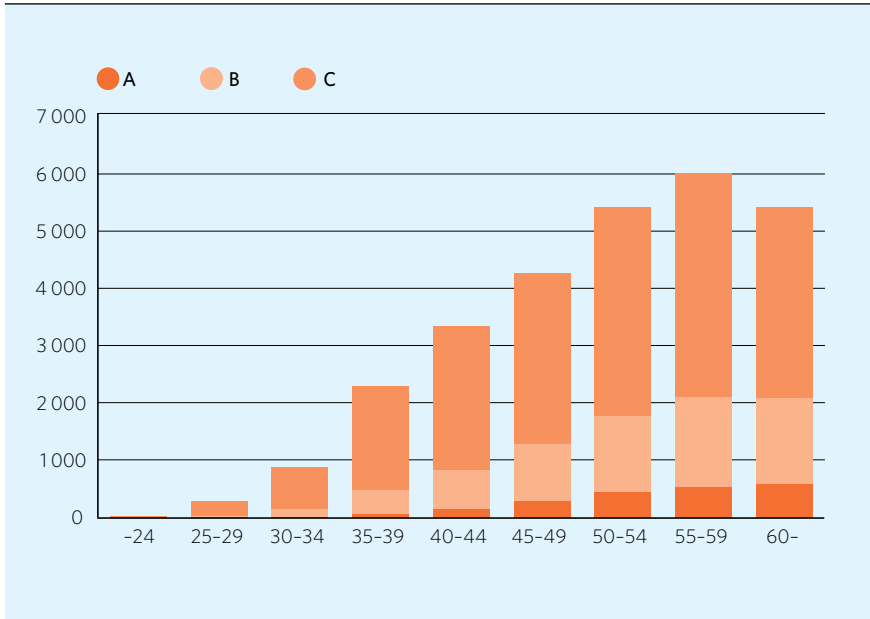
The average age of the employees in the local authorities and county councils is 46. The average age is the same for male and female employees. The number of managers increases in line with increasing age. First-line managers are four to five years older than the average for all employees. There is then an age gap of around two years to the middle managers followed by another two years to the senior managers. The men in senior management positions are on average somewhat older than the women.

TABLE 2. Average age of employees and managers in the local authorities and county councils, 2010.

		Chefer			
	Gender	Employees	A	B	C
Local authorities	Women	46	53	52	50
	Men	46	55	53	51
County councils	Women	46	54	53	51
	Men	46	56	54	51

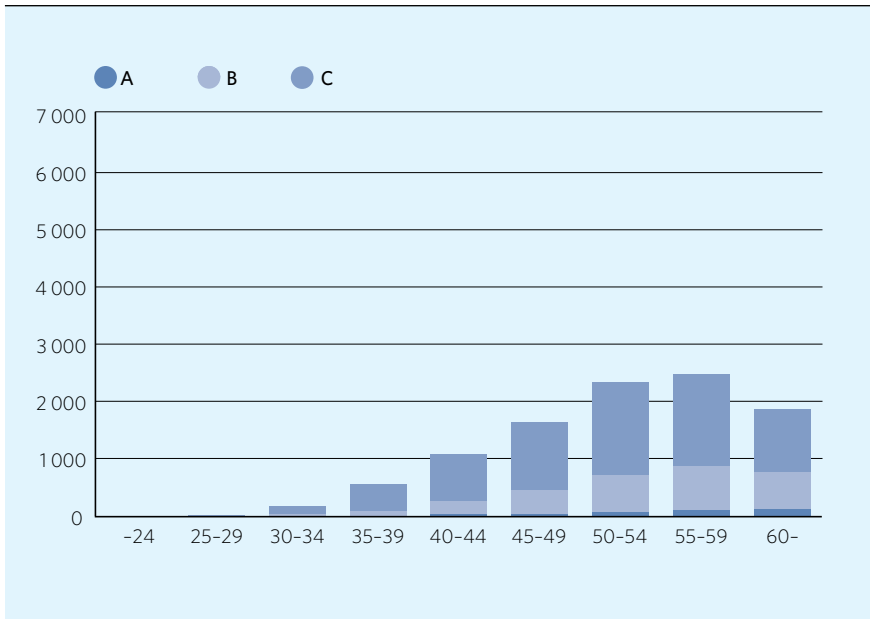
Source: Bipartisan data, own calculations

**GRAPH 1. The number of managers per age group in the local authorities, 2010.**



Source: Bipartisan data, own calculations

**GRAPH 2. The number of managers per age group in the county councils, 2010.**



Source: Bipartisan data, own calculations

It is natural that the managers are in general older than the employees, but this also highlights the issue of the long-term supply of managers.

It is important to have a wide age distribution among the employees. This not only reduces vulnerability in the face of the approaching wave of retirements, it also offers opportunities for the exchange of knowledge and experience.

There are 7 218 managers over the age of 60. In the 55+ age group there are 15 670 managers, of which 11 380 work in the local authorities and 4 290 in the county councils. This figure indicates how many managers we will need to replace over the next ten years. How many will actually need to be recruited is also affected by other factors, for example how the work is organised and the development of mobility on the labour market in general.

Management in the local authorities and county councils is exercised in a complex and knowledge-intensive environment with well-educated and competent employees. The high demands regarding competence that managers must meet today will also have to be met in the future. The percentage of graduates working in the sector is higher than on the labour market as a whole, which is also reflected in the age structure. This makes ensuring an adequate supply of managers in the local authorities and county councils an issue of strategic and central importance.



## **Trainee programme for future managers in the County Council of Kalmar**

In order to ensure the future supply of managers, the County Council of Kalmar offers a management trainee programme in which some 25 employees are given the chance to develop and be tested in the management/leadership role over a period of 18 months.

### **The programme consists of four blocks:**

- › Lectures
- › A 15-credit university/college course: “Managers and leaders in a politically-governed organisation”
- › Following a manager in the course of his/her everyday work (practical training within and outside the county council)
- › Mentorship

The programme gives the participants the opportunity to test their motivation for a future assignment as a manager. It is aimed at permanent employees “with the ability and desire to develop in order to become managers”.

All of the applicants earn recognition for submitting an application and candidates are selected by means of interviews and by taking references. The invitation to take part emphasises that the participants are not guaranteed a management post. They are expected to apply for advertised managed posts in the same way as others.

Of the 27 participants in the first programme, 23 have moved on to management posts. A follow-up of the second programme revealed that half of the participants had taken up management posts. In the third programme, several participants moved over to management posts while the programme was still running.

To date, the experience of the programme in the County Council of Kalmar has been very positive.

“The trainee programme provides a greater understanding of and a preparation for the tasks involved and for working as a manager,” says Håkan Petersson, Director of Human Resources for the County Council of Kalmar. A trainee programme also provides great opportunities to influence and change the management and leadership culture in an organisation. Another benefit for the participants is the network they become part of through the study and essay groups that form part of the programme.

“The programme provides an extended introduction to, and an insight into, what the job of a manager entails. Many experienced managers have



spoken about the difficulties involved in changing from the employee role to the management role more or less overnight. Something that we need to work on more is to better explain what the programme involves to the participants' managers and workmates. Some questions have been asked about what the participants are really doing in the programme and whether they have been guaranteed a management post," says Håkan Petersson.



Håkan Peterson, Director of Human Resources for the County Council of Kalmar



### **A changed management role**

The management role has changed over time and this also has an impact on the supply of managers. The complexity of the operations has increased, the role of the manager has become increasingly relation-oriented, employees now demand more and different forms of participation and influence, the clients have become increasingly knowledgeable and better at specifying their requirements. Decisions on a range of issues are to a greater extent made in close proximity to the customers/clients, which places different demands on the competence, commitment and responsibility of the employees concerned. Managers now have a clearer responsibility to develop effective organisations and a culture that focuses on the value to the customers/clients, with ongoing improvements in the day-to-day operations and the systematic development of safety and quality. This means that the demand profile for managers also has to change. Managers need to shoulder their role as leaders and as the representatives of the employer; a professionalisation of the management role is required. As employers we need to highlight and legitimise the fact that management is a profession in itself with unique tasks and specific competence requirements. It is particularly important to clarify the management role in areas such as the schools and health care, which are dominated by strong professions and where the managers often have the same professional background. Choosing to become a manager should be a conscious decision – which requires a genuine interest in leading and developing the operations concerned.

The managers of the future are above all to be found among the employees and one of the major challenges is to make the most of the talent available in the sector, irrespective of age. Young employees that have chosen to work in the sector should be able to see that there are a range of opportunities for professional development and that one of the alternatives is a management career.

Taking on the management role should be an attractive and clear choice – but also requires a genuine interest in leading the employees and developing the operations concerned. It must become possible to grow into a management role in a faster and simpler way than today. With a high level of interest in leadership among our young employees, and with interesting and meaningful management jobs in the sector, we have every chance of being able to attract and develop the good leaders of the future.

## Summary

- › Leadership is one of the key success factors in the effort to develop welfare in terms of increased efficiency, higher quality, better resource utilisation, ongoing improvement and innovative thinking.
- › Using a strict definition of the term “manager”, that is post that entails financial, personnel and operational responsibilities, there are now approximately 37 700 managers in the local authorities and county councils.
- › In order to ensure an adequate, long-term supply of managers, the organisational prerequisites and conditions for managers must be followed up and developed on an ongoing basis.
- › Managers need to shoulder their role as leaders and as the representatives of the employer – a professionalisation of the management role is required.

### **WOULD YOU LIKE TO KNOW MORE?**

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# The Adjustment Agreement

The Swedish Association of Local Authorities and Regions (SALAR) and Arbetsgivarförbundet Pacta (an employers' federation in the local government sector) have signed an Adjustment Agreement (designated KOM-KL) for the local government sector that covers 1.1 million employees. This is a modern agreement that provides common ground for the employers and their employees in connection with redundancies.

SALAR and Arbetsgivarförbundet Pacta began negotiations on an adjustment agreement with all the relevant central parties as early as 2003. The background to these negotiations was, among other things, that the enquiry *Omställningsavtal – ett aktivare stöd till uppsagda* (Adjustment agreements – more active support in the event of redundancy) (SOU 2002:59) highlighted the importance of adjustment agreements and, in particular, pointed to the lack of such an agreement in the local and regional government sectors.

The signing of the Adjustment Agreement means that the objective of reaching an adjustment agreement for all of the members, together with all of the counterparts, has been achieved, at the same time as the current agreement on benefits in connection with redundancy (designated AGF-KL) expires. An agreement to amend the general terms and conditions of employment (designated AB) means that the objective of reducing periods of notice has also been achieved.

## **Better preconditions for adjustment**

National labour market policy offers support to those who are made redundant and to the unemployed in order to facilitate the adjustment to a new job. This support is provided through the unemployment insurance scheme and by the Swedish Public Employment Service and its labour-market policy programmes. The Adjustment Agreement is intended to act as a complement to this.

The Adjustment Agreement provides a common, simple and uniform basis for the employers and their employees in connection with redundancies. It set out basic preconditions while also providing scope for local agreements and guidelines on matters relating to adjustment and job security. The Agreement will come into force on 1 January 2012.

The Adjustment Agreement focuses on active adjustment measures aimed at the individual, an approach that has already been used throughout the rest of the labour market to good effect. The local authorities and county councils will thus now have the same possibilities as the rest of the labour market and be able to achieve equally good results. A prerequisite for achieving the aims of the Agreement is also that the employees themselves are active in the search for a new job.

The fact that employers in the local and regional government sectors can now offer their employees an agreement that matches those on the rest of the labour market in the event of redundancy has several advantages. It makes it easier for the employers to recruit and for the employees to change jobs. Above all it increases the employees' chances of getting a new job quickly. The Agreement will also promote mobility on the labour market.

## **The adjustment fund**

Under the Adjustment Agreement, an adjustment fund jointly established by the social partners (Kollektivavtalsstiftelsen Omställningsfonden) will be responsible for the active adjustment work. It is this fund that will implement the Agreement's active individual measures and it is to this fund that employers will report that an employee has been made redundant due to a shortage of work. Through the fund, redundant employees will receive support in their individual adjustment. All the operations of the fund will be entirely based on the Adjustment Agreement and the fund will have no tasks other than those specified in the Agreement.

The adjustment fund has until 1 January 2012 to get organised. The fund and the employers will discuss the procedures for the notification of redundant employees to the fund so that the fund will be able as soon as possible – preferably already during the period of notice – to offer assistance to the redundant employees.

The active measures should be adapted to the needs, situation and wishes of the employee concerned, which means that an individual action plan should normally be drawn up. As the measures are individual, this also means that they will differ from person to person in terms of both scope and content. Active adjustment work is successful as it provides for redistribution, the spreading of risks and quality assurance on the basis of the resources available.





## **Financial benefits for security in connection with adjustment**

Apart from active adjustment measures, the Adjustment Agreement also entails financial support to employees who are made redundant in order to give them financial security for a certain period during the adjustment to a new job. These financial benefits are clearly defined in the Agreement and are paid out during set periods.

The financial benefits include a special adjustment allowance and a complementary adjustment allowance. The special adjustment allowance is paid out for a maximum of 60 calendar days after the termination of employment during the period that the employee actively participates in adjustment work, providing that unemployment benefit is not paid. The complementary adjustment allowance provides a supplement over and above the ceiling for unemployment benefit for a maximum of 300 payment days.

For older employees who are laid off due to a shortage of work there is an agreement on a special financial allowance. This agreement only covers the employees of SALAR's members and gives employees financial security in connection with adjustment if they are made redundant due to a shortage of work when they are 61 years of age or older. Few older employees are actually laid off due to a shortage of work, but when this does happen they face special challenges in adjusting and finding a new job.

## **Predictable cost and shared funding**

The Adjustment Agreement carries a clear “price tag” for the employers. In addition to the fact that this leaves employers in no doubt about their financial responsibility in this context, it is also an advantage that this is a predictable cost that does not need to compete with other operations in the budget. Employers are secure in the knowledge that funds are set aside for active measures if and when such measures are needed.

Active adjustment work is well suited to the desire to spread risks and redistribute the financial burden. The Adjustment Agreement is compulsory and encompasses all the employers – the large local authorities as well as the small municipal companies – with regard to active adjustment work, which means that they support each other in a spirit of solidarity. Premium-funded active measures mean that the Adjustment Agreement does not define what active adjustment work involves in detail. It is the adjustment fund that will more closely define what active adjustment work is by issuing guidelines and establishing sound practice. This will enable the system to be flexible over time and in relation to the individual.

The active adjustment work will be funded by the payment of a premium equivalent to 0.1 per cent of the wage bill.

The ability to pay the financial benefits set out in the Agreement in connection with redundancy is guaranteed by SALAR's members through their right to levy taxes, and the benefits are thus paid by the employer when they fall due. The financial benefits are therefore clearly defined in the Adjustment Agreement. This sets out what the employer is obliged to pay and what the employee is entitled to get.

As the companies are not able to guarantee funding by levying taxes, the financial benefits are based on premiums and are guaranteed by the payment of these premiums. The financial benefits for Pacta members – although not statutory joint authorities – are therefore funded by the payment of a premium equivalent to 0.2 per cent of the wage bill.

## **Changes in other central collective agreements**

### ***The Adjustment Agreement will replace current agreements on employment security benefits***

The current agreement on redundancy benefits in the local-government sector (designated AGF-KL) was actually terminated in 2004, but under a continuation clause applies until further notice with a cancellation period of 14 days. This clause specifies that cancellation must be in writing and accompanied by a proposal for a central adjustment agreement. AGF-KL will thus become invalid at the same time as the Adjustment Agreement comes into force, that is on 1 January 2012.

An employee who is laid off due to a shortage of work before 1 January 2012 will not be covered by the Adjustment Agreement. Such employees will still be covered by AGF-KL. AGF-KL will also continue to apply to employees who are now receiving benefits under this agreement or who are covered by its post-protection regulations.



Post-protection applies on condition that the employee is not entitled to benefits from another employment security fund.

### ***The Adjustment Agreement entails shorter periods of notice in the General Regulations***

The General Regulations agreed between the central parties include a regulation on a 12-month period of notice for employees who have a long period of employment with a particular employer. Under the Adjustment Agreement, this period of notice will be reduced to 6 months, except for the oldest employees (57 years of age or older), and will be replaced by increased security in connection with redundancy in that the Agreement will effectively support the redundant employees' adjustment to a new job.

## **Summary**

- ✦ SALAR and the employers' federation Arbetsgivarförbundet Pacta have signed an Adjustment Agreement (designated KOM-KL) for the local-government sector that covers 1.1 million employees.
- ✦ The Adjustment Agreement will support and assist employees who are laid off due to a shortage of work in their adjustment to a new job. The active adjustment work conducted under the agreement will increase an employee's chances of getting a new job. Such work will be successful if it means that unemployment can be avoided or ended by getting new jobs for redundant employees.



- › The Agreement is based on the employees themselves working actively to get a new job.
- › The active adjustment work will be funded by means of compulsory premiums paid by the employers. A bipartisan adjustment fund (Kollektivavtalsstiftelsen Omställningsfonden) will be responsible for the Agreement's active adjustment measures.

**WOULD YOU LIKE TO KNOW MORE?**

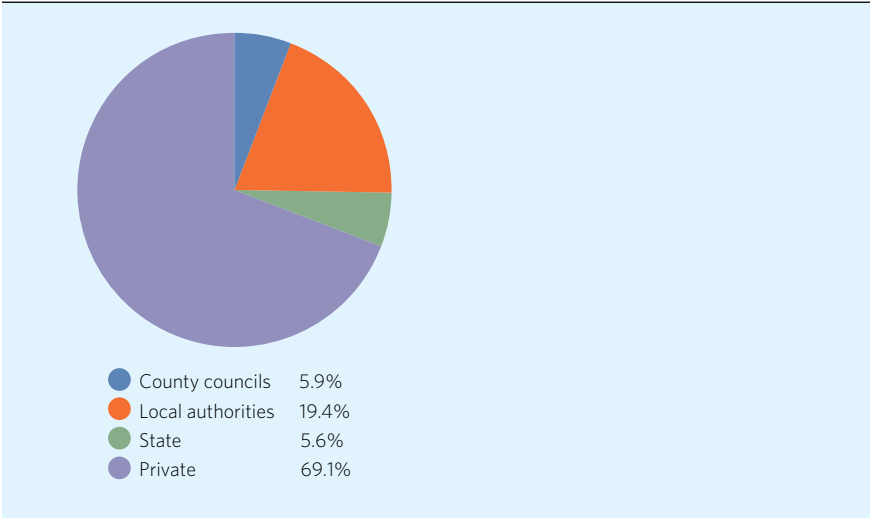
Please contact the Swedish Association of Local Authorities and Regions,  
telephone +46 8-452 70 00  
Catharina Bäck, e-mail: [catharina.back@skl.se](mailto:catharina.back@skl.se)



## Facts

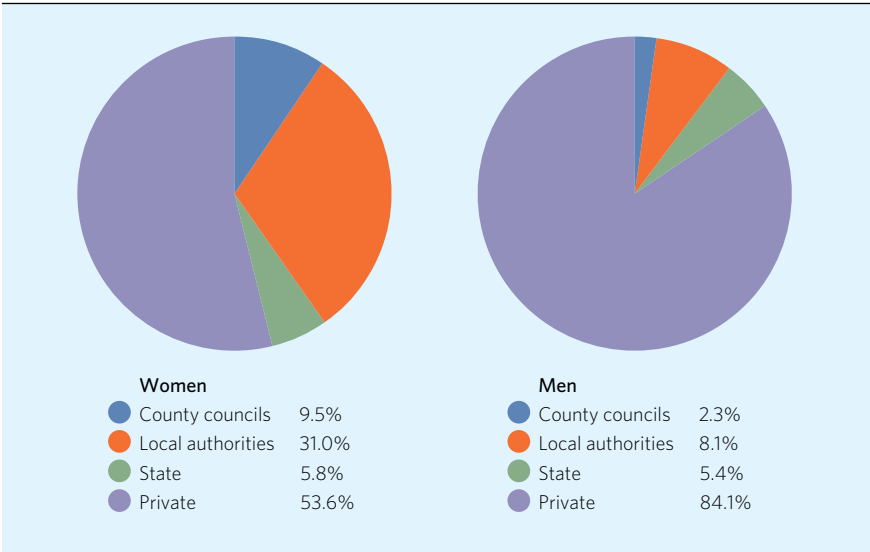
Some facts concerning personnel in the local authorities and county councils.

GRAPH 3. Employees per sector 2010.



Source: Statistics Sweden short-term employment statistics Q4 2010

GRAPH 4. Gender distribution of employees per sector, 2010.



Source: Statistics Sweden short-term employment statistics Q4 2010

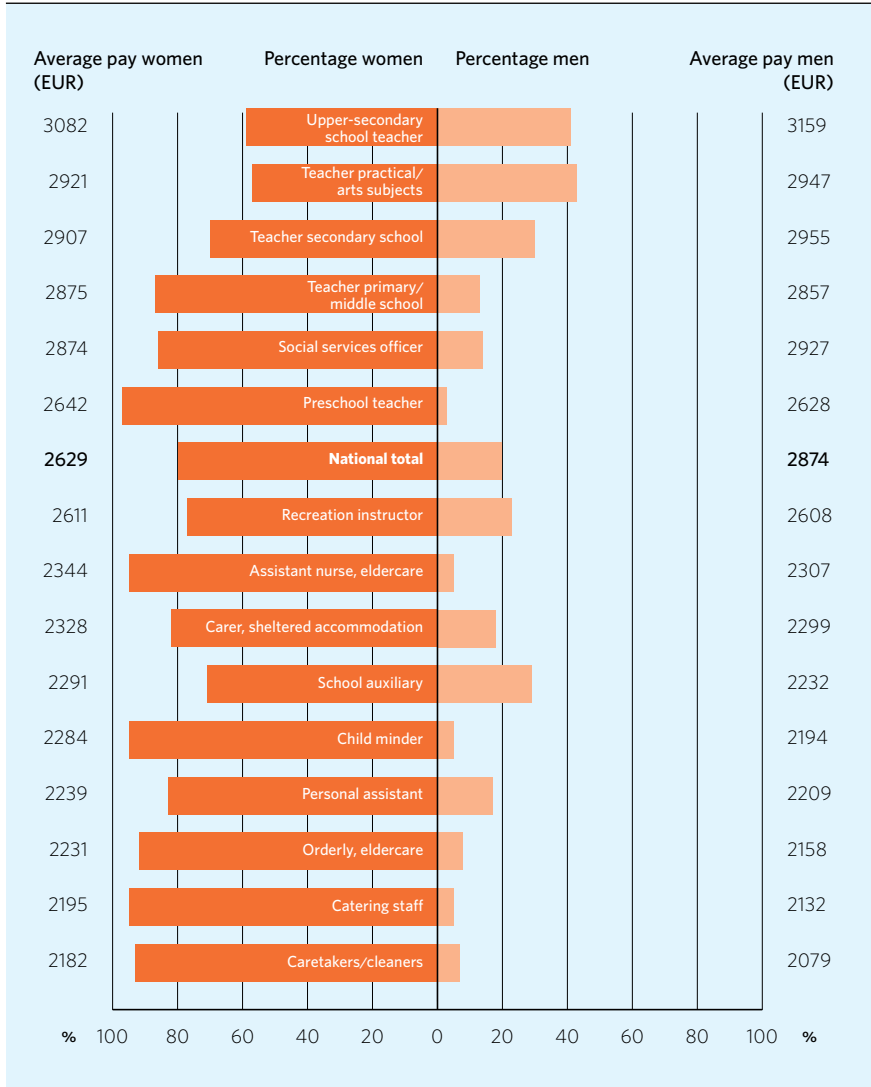
**TABLE 3. Facts on employees (individuals) in the local authorities and county councils, 2010.**  
Including those on leave.

	Local authorities			County councils			Total		
	All	Women	Men	All	Women	Men	All	Women	Men
Paid a monthly salary	688 500	549 300	139 200	245 200	197 700	47 600	933 700	747 000	186 800
- full-time employees	491 600	371 800	119 800	200 100	156 200	43 900	691 600	528 000	163 600
of which working part-time	72 000	65 400	6 600	41 700	38 400	3 300	113 700	103 700	10 000
- part-time employees	196 900	177 500	19 500	45 200	41 500	3 700	242 100	218 900	23 200
Paid an hourly rate	95 500	76 500	19 000	14 100	10 600	3 400	109 600	87 100	22 500
<b>Total</b>	<b>784 000</b>	<b>625 800</b>	<b>158 300</b>	<b>259 300</b>	<b>208 300</b>	<b>51 000</b>	<b>1 043 300</b>	<b>834 100</b>	<b>209 300</b>
of which on leave	49 300	43 800	5 600	16 800	14 800	2 000	66 200	58 600	7 600
<b>Paid a monthly salary:</b>									
Permanent	630 600	507 900	122 700	223 400	181 000	42 300	853 900	688 900	165 000
Temporary/substitute	58 000	41 400	16 500	21 900	16 600	5 200	79 800	58 000	21 800

Source: Bipartisan data, own calculations

**GRAPH 5. Average pay of the 15 largest occupations in the local authorities, 2010.**

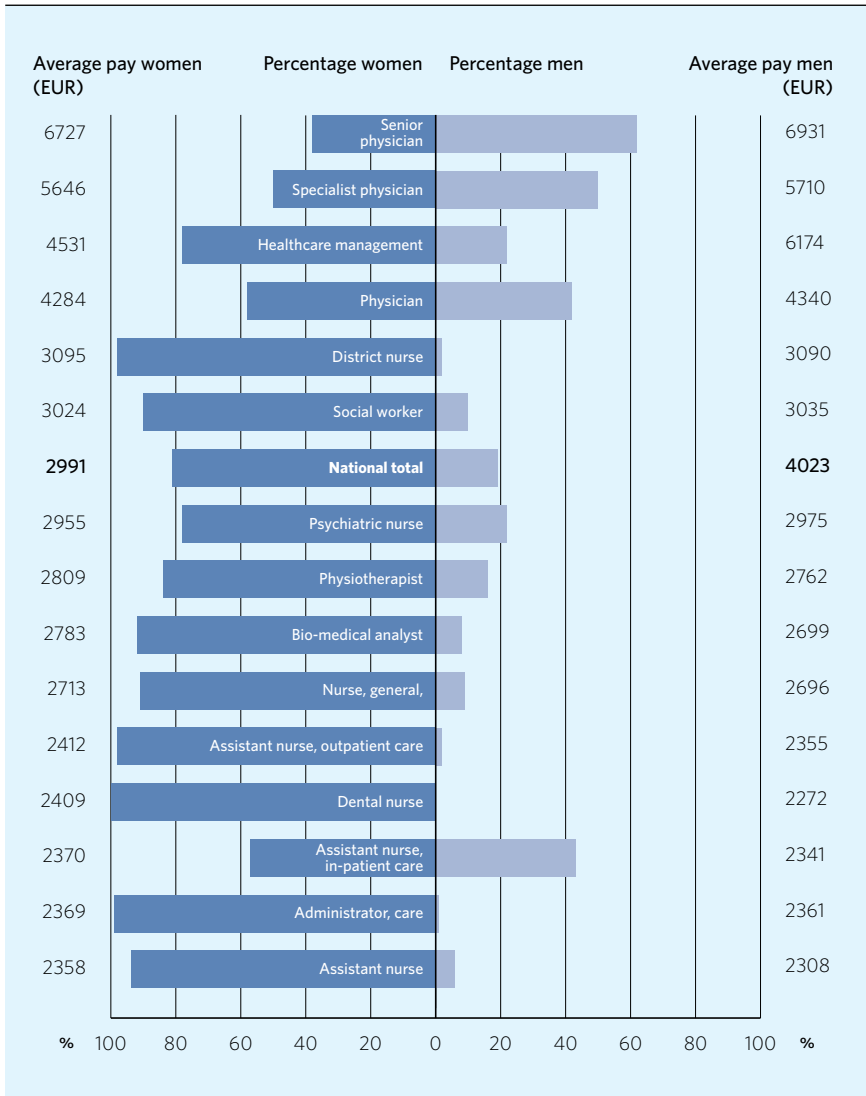
Employees on a monthly salary including those on leave. Employees with management responsibilities not included. Sorted by average pay of women. At exchange rate: EUR 1 = SEK 9,15



Source: Bipartisan pay statistics

**GRAPH 6. Average pay of the 15 largest occupations in the county councils, 2010.**

Employees on a monthly salary including those on leave. Employees with management responsibilities not included.  
 In the group "Healthcare management" all the levels of responsibility have been compiled. Sorted by average pay of women.  
 At exchange rate: EUR 1 = SEK 9,15



Source: Bipartisan pay statistics

**TABLE 4. Total annual pay including employers' contributions in accordance with legislation and agreements in the local authorities and county councils, 2010.**

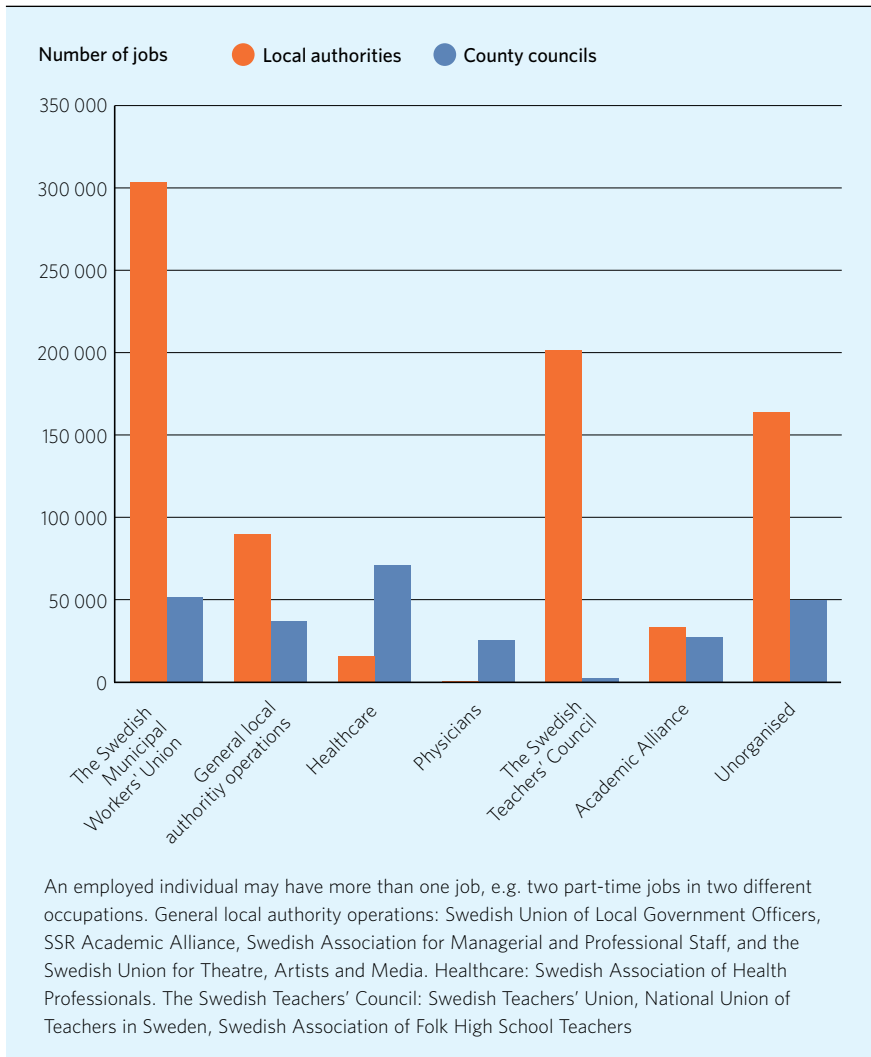
At exchange rate: EUR 1 = SEK 9,15

	Annual total pay (EUR)	1 % equals (EUR)
Local authorities	30.4 billion	304 million
County councils/Regions	13.1 billion	131 million
<b>Total</b>	<b>43.5 billion</b>	<b>435 million</b>

Source: Bipartisan data, own calculations

**GRAPH 7. Jobs in the local authorities and county councils per employee organisation, 2010.**

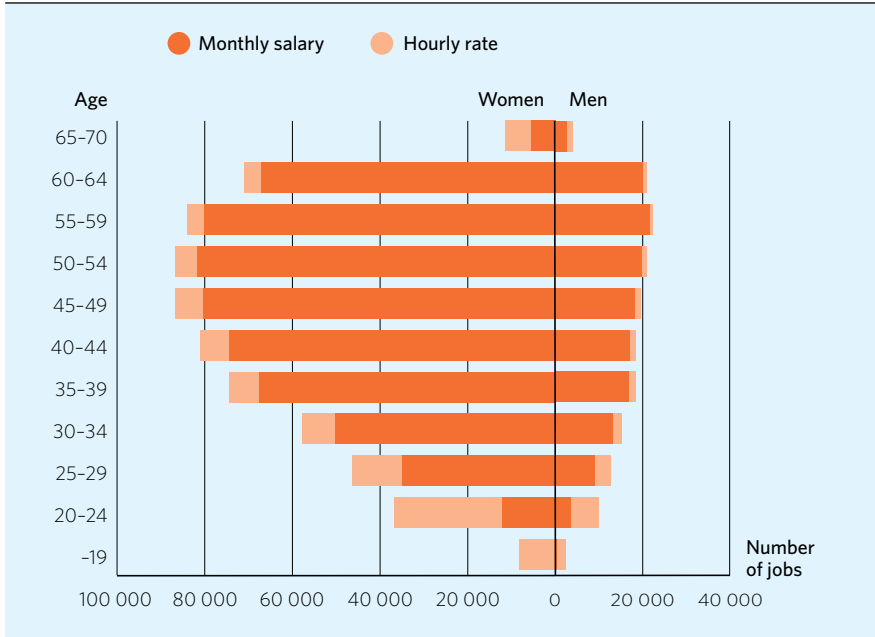
Employees on a monthly salary, including those on leave, and employees on an hourly rate.



Source: Bipartisan pay statistics



GRAPH 8. Age distribution by gender in the local authorities, 2010.



Source: Bipartisan data, own calculations

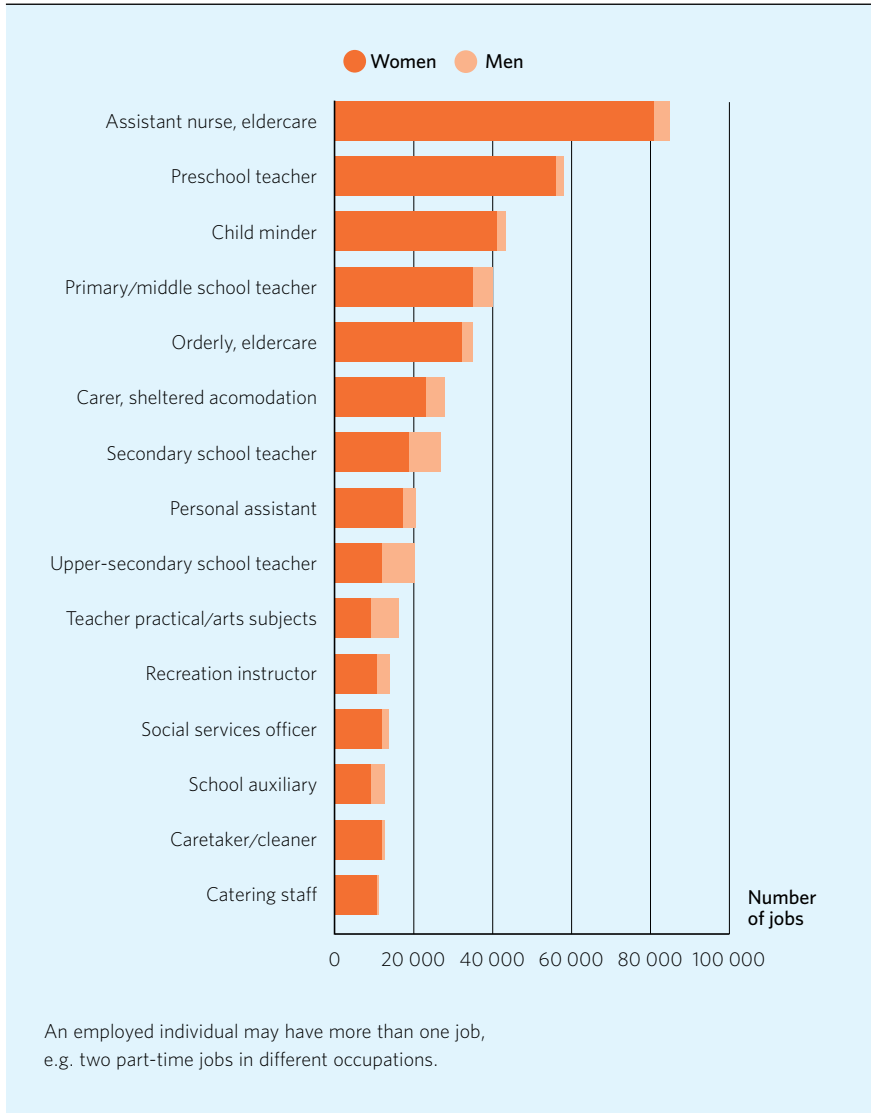
GRAPH 9. Age distribution by gender in the county councils, 2010.



Source: Bipartisan data, own calculations

**GRAPH 10. Number of jobs in the 15 largest occupations in the local authorities, 2010.**

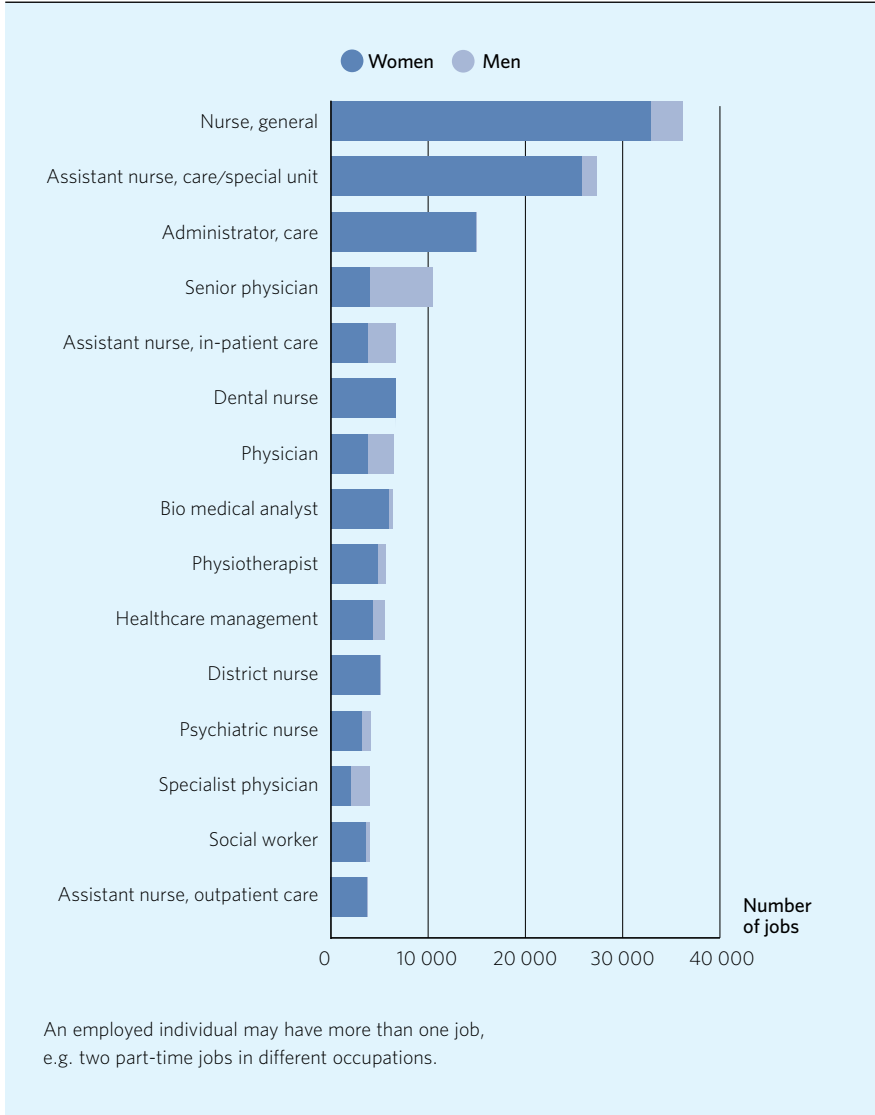
Employees on a monthly salary including those on leave.



Source: Bipartisan pay statistics

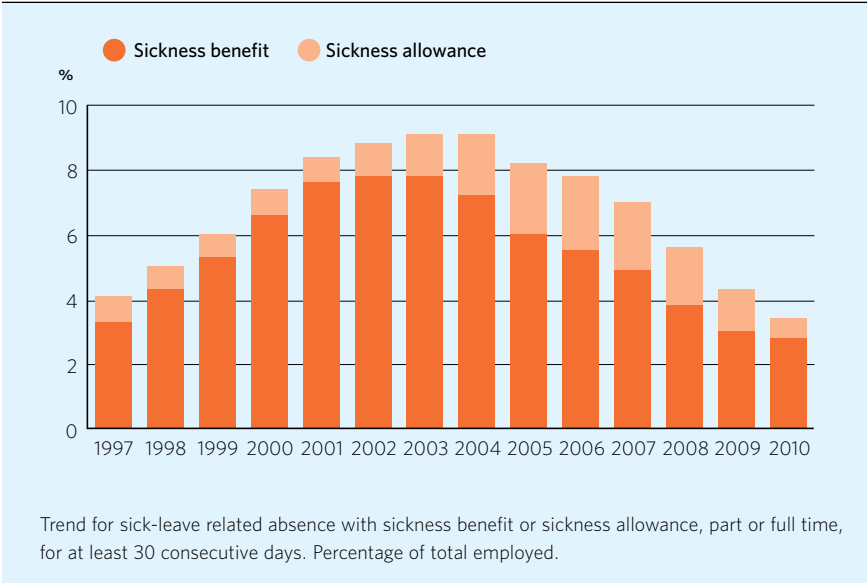
**GRAPH 11. Number of jobs in the 15 largest occupations in the county councils 2010.**

Employees on monthly salary including those on leave.



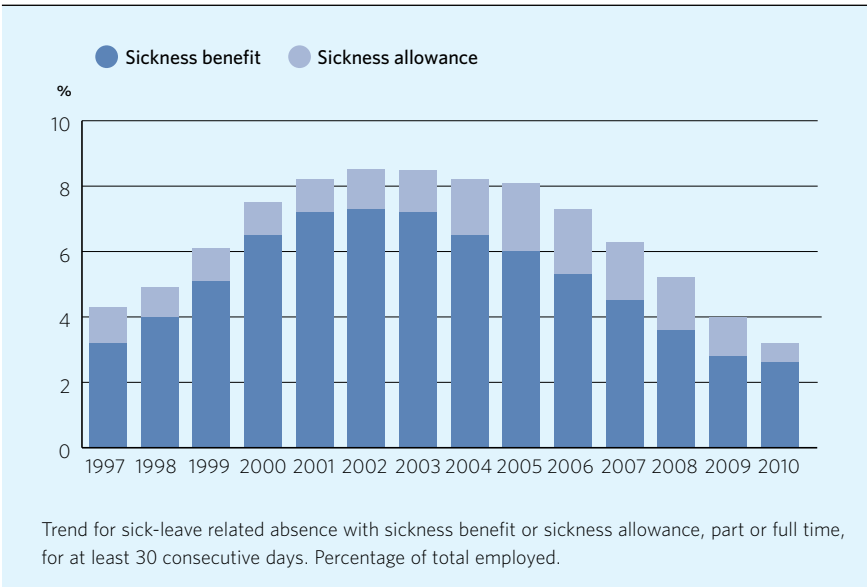
Source: Bipartisan pay statistics

**GRAPH 12. Sick-leave related absence with sickness benefit and sickness allowance in the local authorities, 1997-2010.**



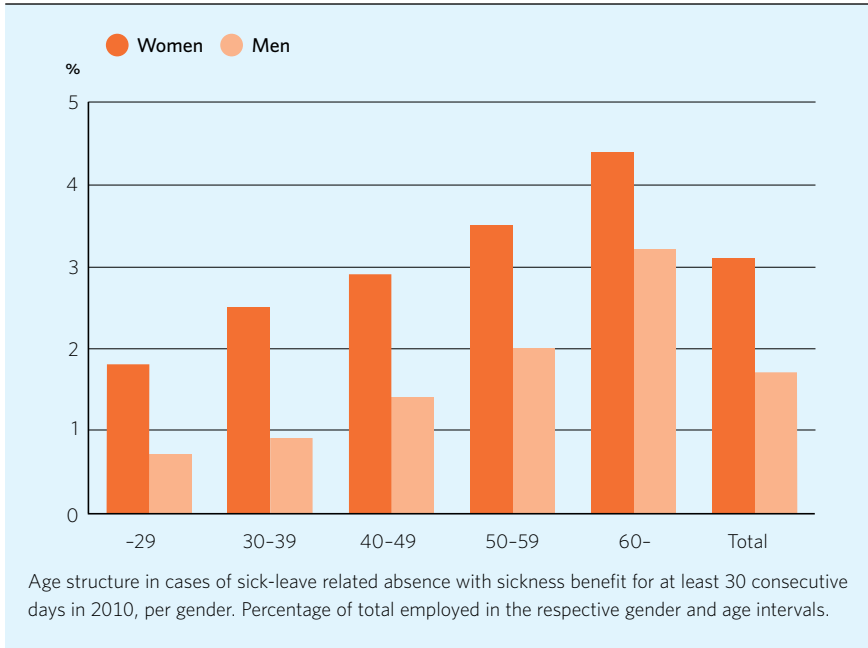
Source: Bipartisan data, own calculations

**GRAPH 13. Sick-leave related absence with sickness benefit and sickness allowance in the county councils, 1997-2010.**



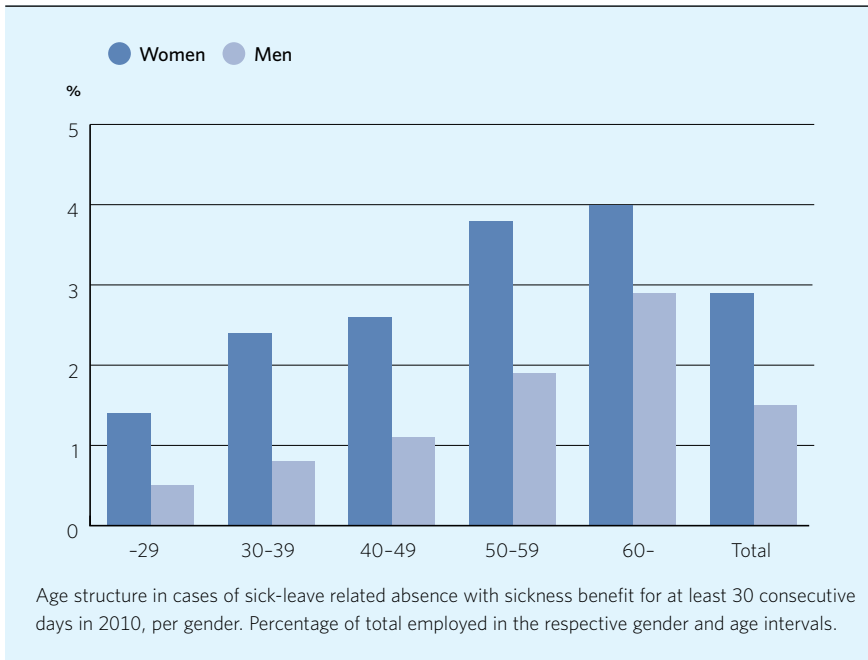
Source: Bipartisan data, own calculations

**GRAPH 14. Age and gender distribution for sick-leave related absence in the local authorities, 2010.**



Source: Bipartisan data, own calculations

**GRAPH 15. Age and gender distribution for sick-leave related absence in the county councils, 2010.**



Source: Bipartisan data, own calculations





## Employer perspectives on local authorities and county councils

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Our aim with this annual report is to create an understanding of, and provide knowledge about, the action we take on employer policy issues. We do this every year by highlighting and analysing some of the issues that we believe are of the highest priority and that form an important focus for our work. This year we highlight the issues of Pay Formation, Improving Health – Reducing Sick-Leave Related Absence, Managers in the Local Authorities and County Councils and The Adjustment Agreement.

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