



**OFR**

Offentliganställdas  
Förhandlingsråd

Taiwanese delegation visit  
October 15 2019

Eva Fagerberg  
Erik Hallsenius



## **Today's content**

- Presentation of OFR
- The Swedish model for labour market negotiations
- Areas for negotiations
- The general role of the government
- Specifics for government employees (your question?)



## **OFR - Offentliganställdas förhandlingsråd**

- The Public Employees Negotiation Council
- A forum for trade union cooperation
- 14 trade unions with members in the public sector
- Representing 566 000 members
- An assignment-based negotiation organisation



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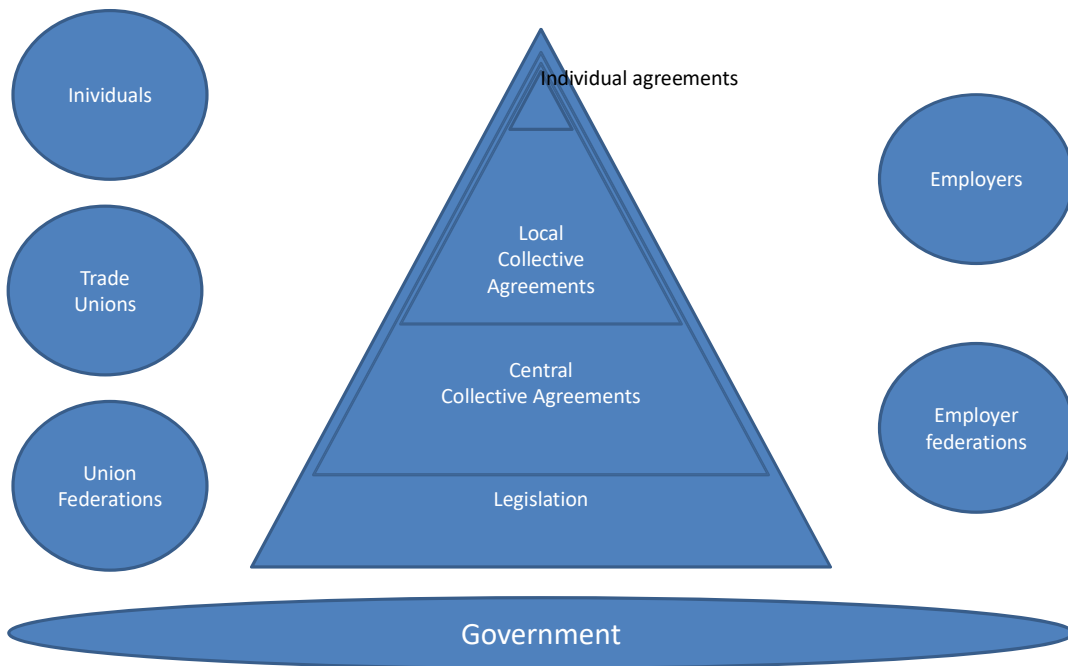
## **We have assignments in following areas:**

- Pensions and insurance schemes
- Work transition
- Work environment, prevention, and security
- Public finances and wage statistics
- Public sector development



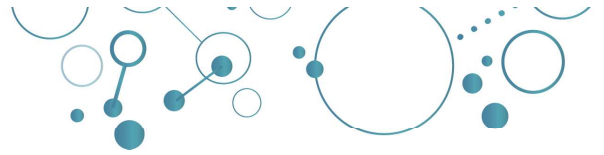
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## The Swedish model



## Areas of negotiation

- Salaries and systems for salaries
- Compensations for overtime etc
- Working hours/schedules (frameworks)
- Employment protection
- Pensions
- Insurances
- Safety at work (systems for handling...)
- Job security including work transition



## Driving forces in the Swedish model

### Negative

- Avoiding conflict

### Positive

- Flexibility
- Harvesting knowledge from employees in decision making
- Adapting to industry
- Avoiding alienation
- Adapting to economy
- 



## The general role of the government

### Legislation

- Basic contract law
- the Employment Protection Act
- the Co-Determination in the work place act
- the Work environment act

### Institutions

- Labour Court
- Work Environment Agency
- the Mediation Institute

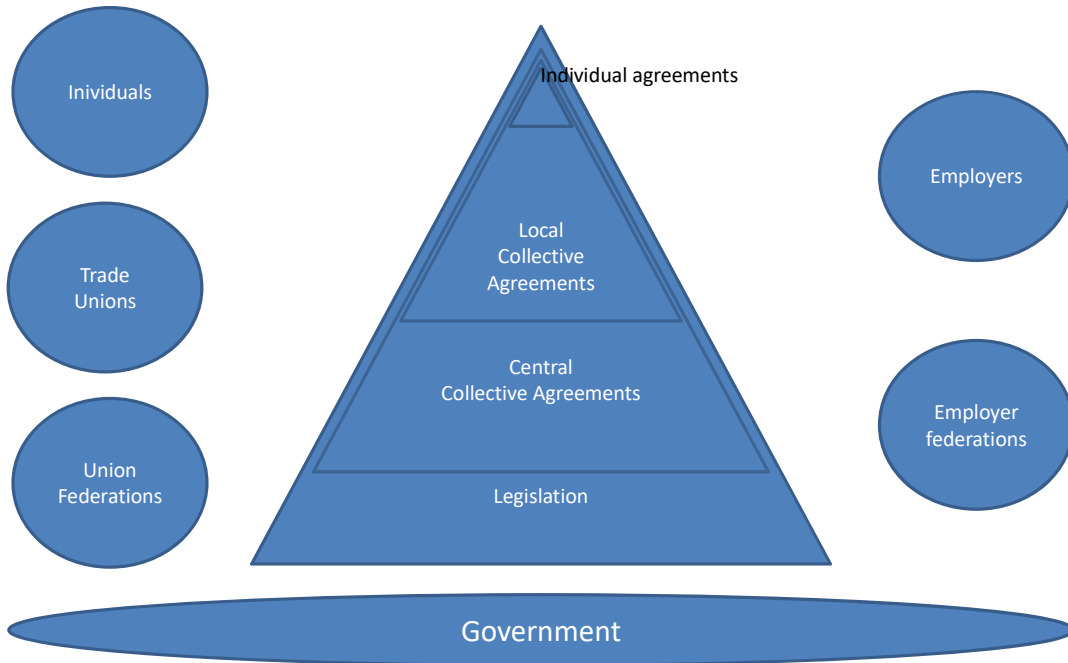
### Goals

- To facilitate the Swedish model

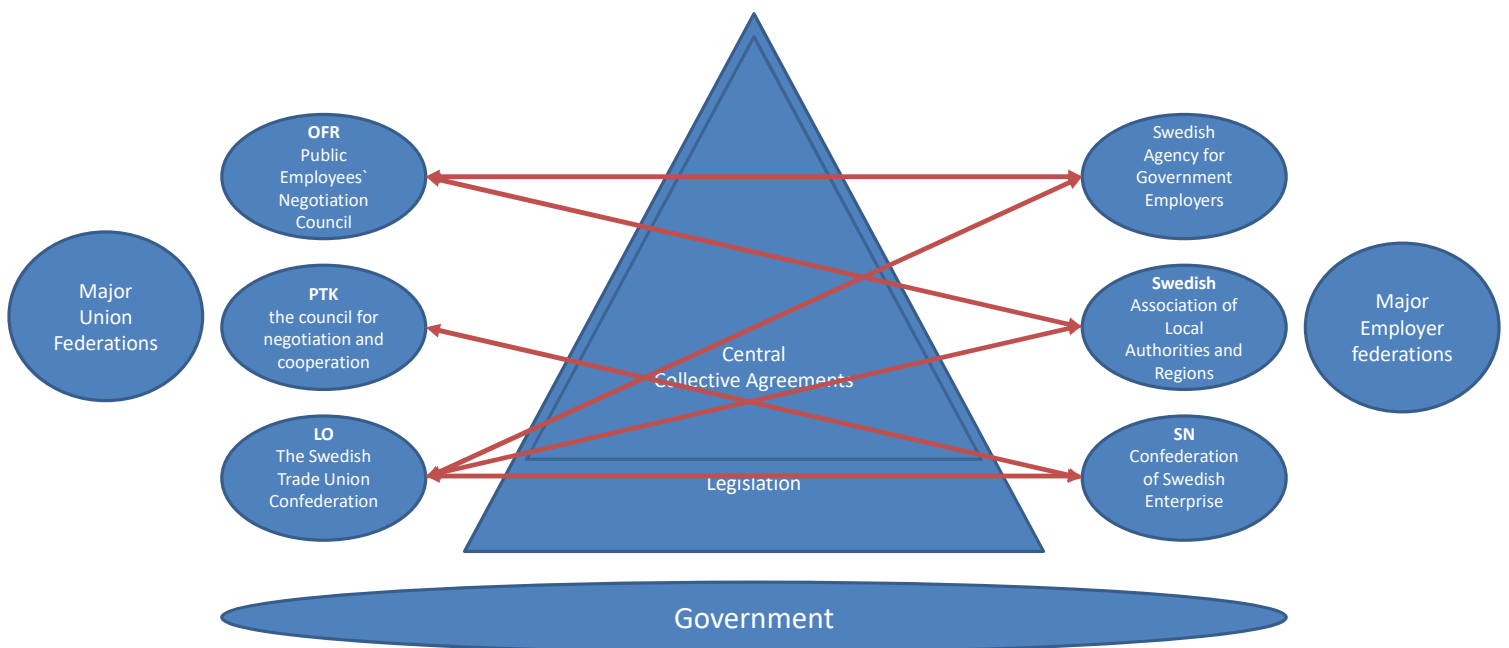
Most laws have negotiable paragraphs where collective agreements fill the gaps or states alternatives



## The Swedish model



## The Swedish model Negotiating central agreements

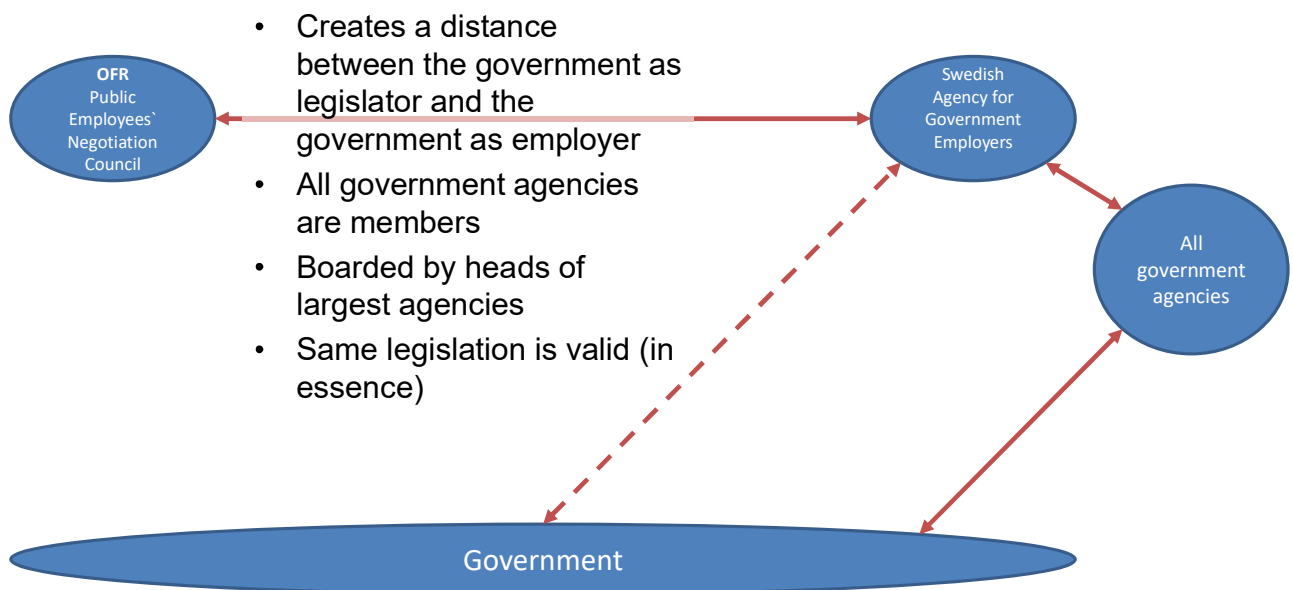




## An extensive round of bargaining in 2020

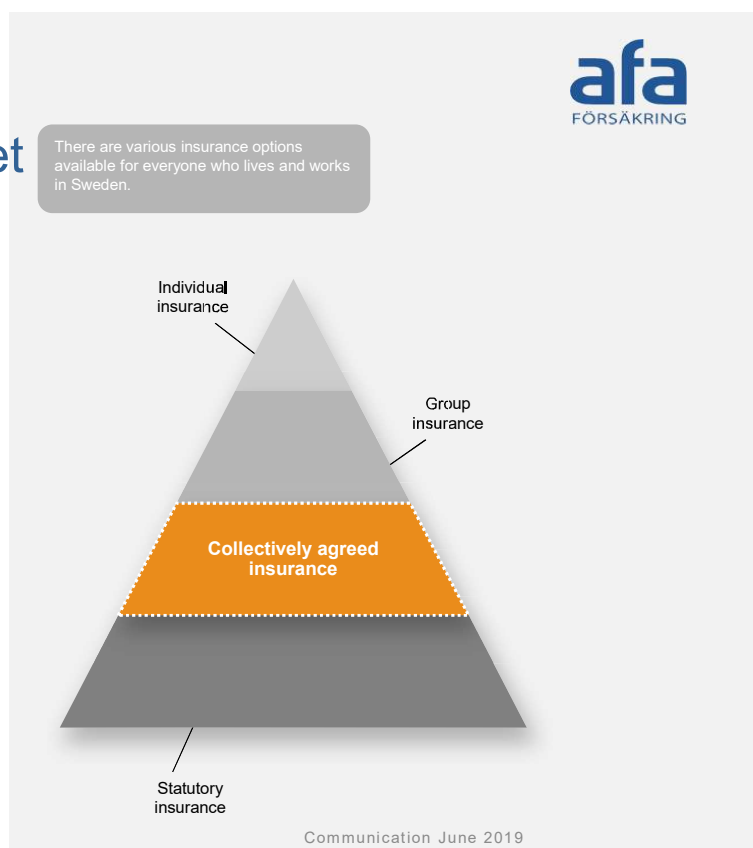
- 485 collective agreements is to be bargained, most of them in spring
- The parties have agreed to let the export sector establish the norm for pay rises for all sectors due to competition
- The export sector bargains until 31 of March, then all the others will follow
- The Public sector will bargain in spring and will be ready in April and in September
- Focus on the pay rises, not so much in extra pension, less worktime and other non countable benefits
- Very few strikes
- 3 years of contractual period most common, peace duty these years

### Swedish Agency for Government Employers



## Insurance in the Swedish labour market

- Everyone living and working in Sweden is insured. Sweden has a statutory social insurance scheme.
- 90 percent of all employees in Sweden are also covered by collectively agreed insurance policies.



## The insurances company AFA

- Is financed with a percentage of wages
- Invests a surplus in prevention work. In public sector:
  - Research and development (50 MSEK/year)
  - Information, education, support (65 MSEK/year)
  - Systems for systematic work environment management - IA
- All decisions made in cooperation with the parties








## 附錄三、瑞典政府人事行政署簡報資料



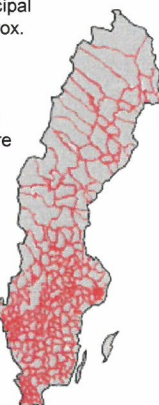
# Central Government Employer Policy in Sweden

Deputy Director Per Brandtell and Deputy Director Lars Modig


Division of Central Government Employer Policy, Department of Public Administration  
Ministry of Finance

 Government Offices of Sweden

## The democratic system in Sweden

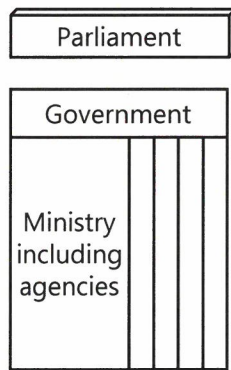
<p><b>National level</b></p> <ul style="list-style-type: none"> <li>• Elections to the Swedish parliament</li> <li>• Total state sector: approx. 250 000 employees (5 % of workforce)</li> <li>• Police</li> <li>• Tax adm.</li> <li>• Infrastructure</li> </ul> 	<p><b>Regional level</b></p> <ul style="list-style-type: none"> <li>• Elections to the County Council Assembly</li> <li>• 20 County Councils / 21 Regions</li> <li>• Total regional sector: 250 000 employees</li> <li>• Health care</li> <li>• Public transports</li> </ul> 	<p><b>Local level</b></p> <ul style="list-style-type: none"> <li>• Elections to the Municipal Assembly</li> <li>• 290 municipalities</li> <li>• Total municipal sector: approx. 800 000 employees</li> <li>• Schools</li> <li>• Child care</li> <li>• Elderly care</li> </ul> 
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Ministry of Finance Sweden  
Government Offices of Sweden

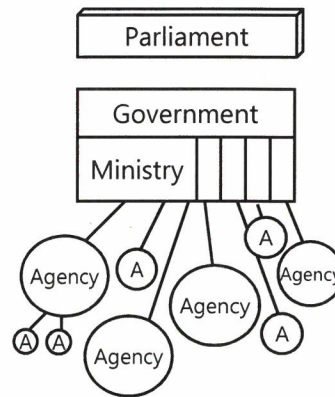
 REGERINGSKANSLIET

## Agencies independent of Government

Most Countries



Sweden



Ministry of Finance Sweden  
Government Offices of Sweden



## The Swedish Government



Ministry of Finance Sweden  
Government Offices of Sweden



## Government and Government Offices

- 10 ministries, 4 500 employees in total
- Framework for agencies set by Government
- No intervention in agencies application of law



Prime Minister Stefan Löfven



Government Offices of Sweden

## The Governments steering instruments

### Funding

- budgeting of the agencies
- budgeting of policy areas
- financial demands

### Rules and Missions

- laws and ordinance
- basic instruction
- annual steering letter

### Appointments

- Head of the Agency
- Board (poss.)

### Organization

- type of Agency
- type of top Management

### Follow up

- perf. management
- annual dialogue



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## Central Government

Annual follow-ups regarding the Agencies and work with the long term qualification skills. Annual dialogue – Director General and his/hers minister

The Parliament receives extensive reports within the budget bill.

The Ministry of Finance overall responsibility regarding the state of all agencies.

## Policy on delegation for agencies (1994)

- Employer policy
- Salary/wages development
- Other premises
- Internal organisation

The Swedish Agency for Government Employers - mission and mandate

## Government Agencies

- Hires, sets wages, motivates, develops and discard staff
- No common personnel policy within the Government sector
- Laws, instructions to be interpreted by the Agencies



Government Offices of Sweden

- Staff directly employed by an Agency. Comparable to any other sector on the labour market.
- Recruitments solely based on objective grounds such as merits and skills
- Anyone may apply for a job in the Government sector
- Staff leaving for new job still bounded by regulations regarding security classified



Government Offices of Sweden

10

## Welcome to the Swedish Agency for Government Employers - SAGE

**Robert Cloarec**  
Senior Adviser

- SAGE and the Swedish Central Government as employer
- SAGE's employers strategy
- Pay policy in Swedish Central Government

Swedish Agency  
for Government Employers

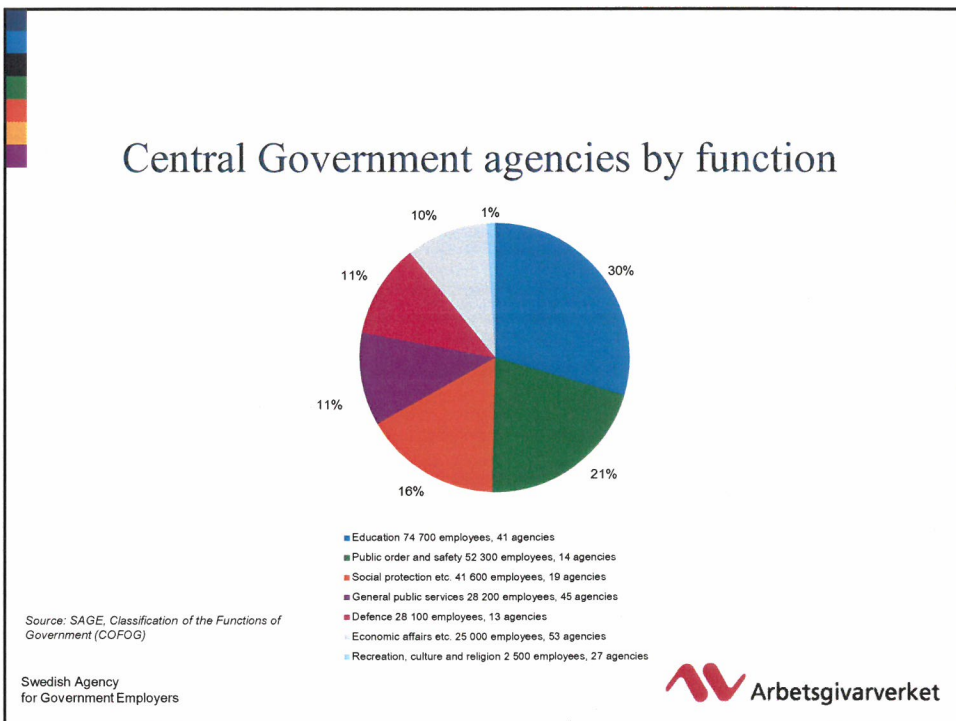
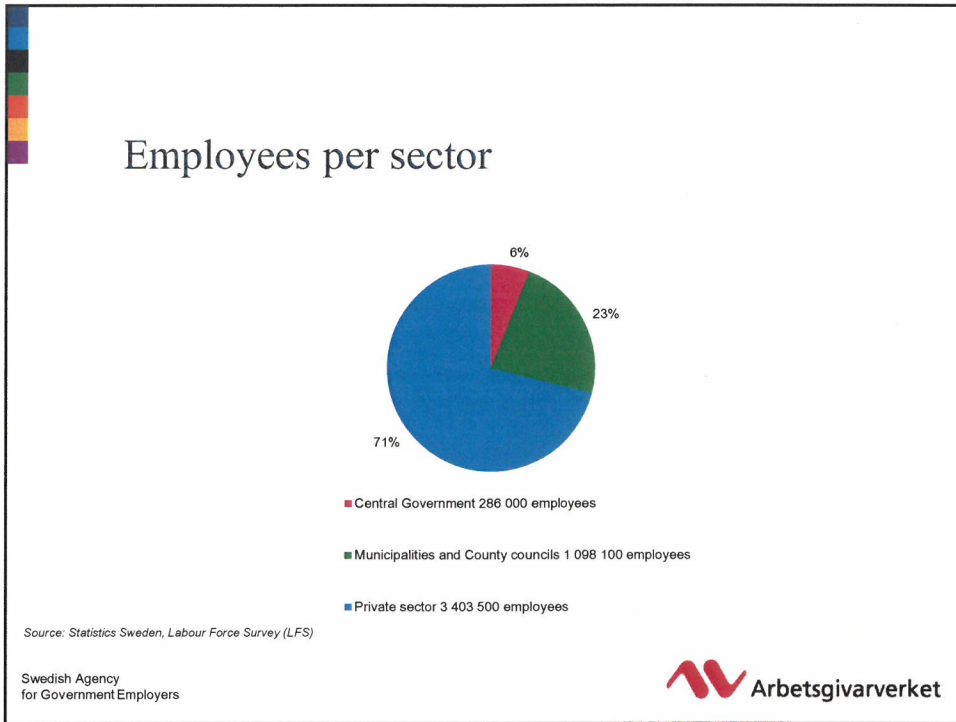
 Arbetsgivarverket

## Facts on Swedish Central Government as employer

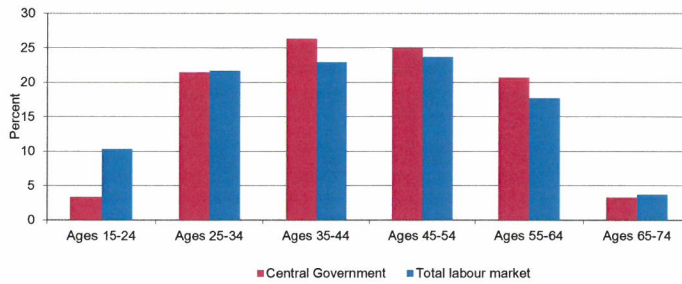


Swedish Agency  
for Government Employers

 Arbetsgivarverket



## Age distribution in Central Government and in total labour market

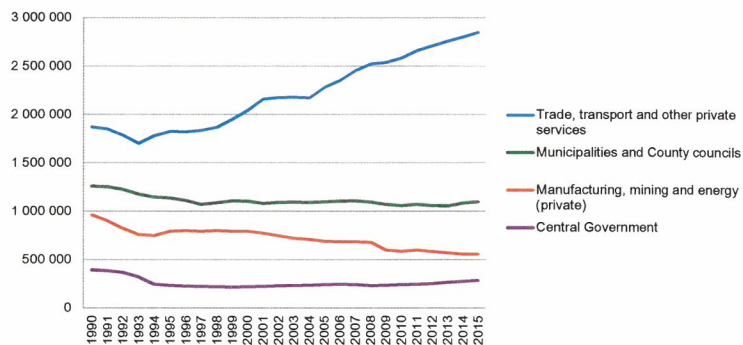


Source: Statistics Sweden, LFS September data, and SAGE

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## Employment in Sweden



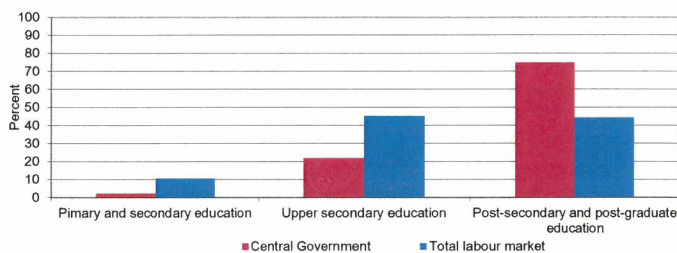
Source: Statistics Sweden, LFS

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## Level of education in Central Government and in total labour market

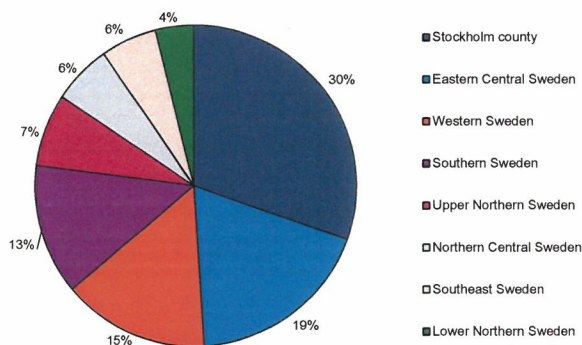


Source: Statistics Sweden, LFS September data and SAGE

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## Dispersal of Central Government employees



Source: SAGE



Swedish Agency for Government Employers





## The Central Government and the delegated employer responsibility


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## Special Features of the Swedish Central Government Sector (the State)

- Small ministries and semi autonomous agencies
- Control by objectives, dialogue and evaluation
- Framed appropriations for overall activities
- Transparency

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for Government Employers



## Swedish Central Government HRM characteristics

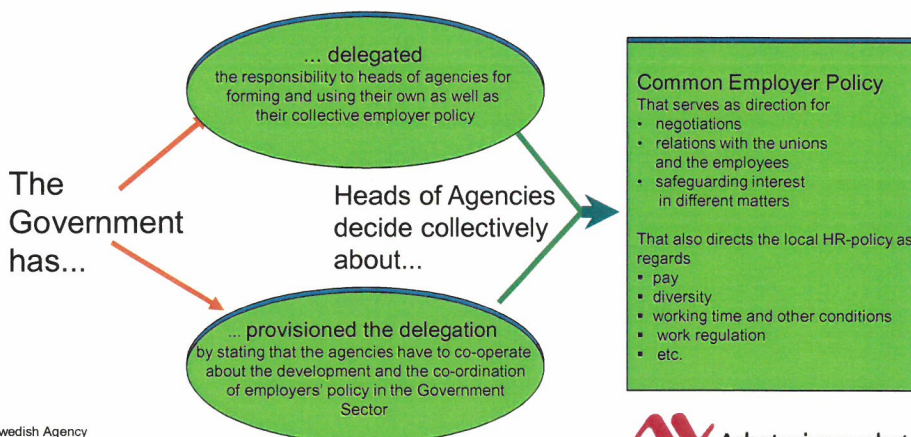
Discretion – position-based system	Collective agreements instead of law	Checks and balances
<ul style="list-style-type: none"> <li>▪ Autonomous agencies that</li> <li>✓ get overall budget appropriations</li> <li>✓ decide themselves how to use their resources</li> <li>✓ recruit and dismiss their own staff</li> <li>▪ No formal senior civil servant career</li> <li>▪ Open recruitment after merit and SKILLS</li> </ul>	<ul style="list-style-type: none"> <li>▪ Central agreements make up general rules and conditions</li> <li>▪ Local agreements that are adapted to business needs</li> <li>▪ Increasing individualisation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Openness to the public</li> <li>▪ Strong unions – mutual interdependence</li> <li>▪ Co-operative culture</li> <li>✓ between employers</li> <li>✓ between employers and unions</li> <li>▪ External accountability</li> <li>▪ Advanced statistical information open for the social partners</li> </ul>

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## Delegated responsibility for employer policy

Aim: The agencies shall form and use HRM-policies of their own as means for their work towards further effectiveness (still keeping a high level of confidence from the citizens).



Swedish Agency for Government Employers



## Responsibilities of the Management

### HRM - Policies

Each head of agency is responsible for that agency's employer duties as regards

- staffing
- skills development/training
- mobility
- pay
- conditions of employment
- in order to adapt to the needs for the agency's activities

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 Arbetsgivarverket

## SAGE – an employers' organisation

### Cooperate by:

Representative groups  
Thematic meetings  
Educations  
Networking  
Giving support and advice

SAGE' office  
70 staff

### Employers' council

All heads of agencies (250)

### The Board of Directors

15 members (Heads of agencies)

### Advising member councils and sectoral meetings

HR-directors

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 Arbetsgivarverket

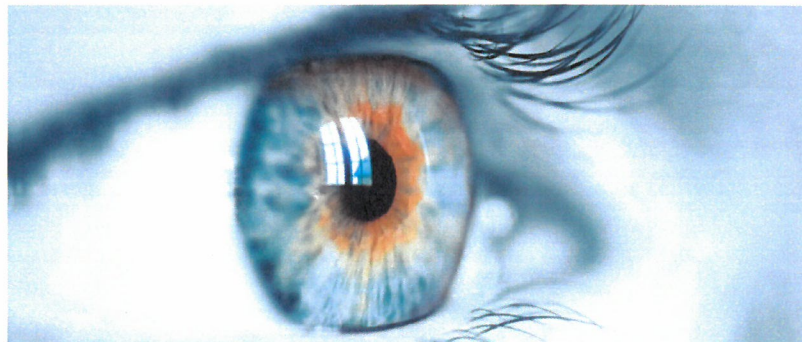
## Since 1994, the Swedish Agency for Government Employers (SAGE):

- is an employers' organisation for all government agencies
- coordinates government employer interests
- negotiates with the central trade unions
- supports agencies in developing employer policies
- represents single employers in labour disputes and court processes
- elsewise safeguards employers' interest
- is controlled and financed by the members
- has some 240 members with approximately 286 000 employees

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for Government Employers

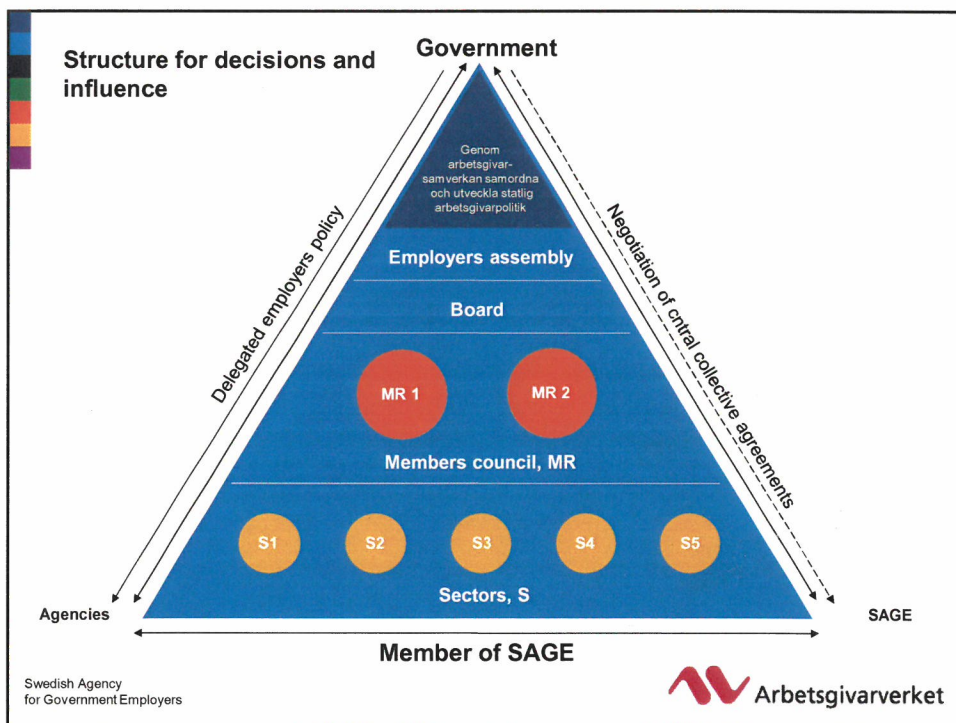
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OUR VISION: Employer's for the future –  
*Government sector's competence develop the Society*



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 Arbetsgivarverket






# Pay policy in Swedish central government

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- Individual pay was introduced in 1989.
- The system of framed appropriations was introduced in 1993. Appropriations are set for each agency on an annual basis for Government cost control purposes. The Director General of each agency has to base financial and other decisions on these restrictions.
- SAGE was established in its current form in 1994.

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for Government Employers





## Delegated employment policy

- The Swedish Government has delegated employment policy within the central Government sector to the agencies.
- As such the Government and Parliament can not directly influence collective agreements on pay and other conditions for employees in this sector. SAGE acts entirely as directed by its members.

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## Negotiations with trade unions

- One of the principal duties of SAGE is handling negotiations with trade unions on pay and employment conditions for the 250.000 employees in the central Government sector.
- Central collective pay agreements ensure industrial peace for the duration of the agreement.

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for Government Employers


 Arbetsgivarverket





- The central collective agreements create conditions for a stable long-term development of local pay and provide a wide scope for parties at the local level to adapt the terms to their specific needs and conditions in individual pay agreements.
- Regulations of working conditions etc. in central collective agreements can, by local agreements, be adjusted to the agencies' prerequisites.


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for Government Employers



## Individual pay

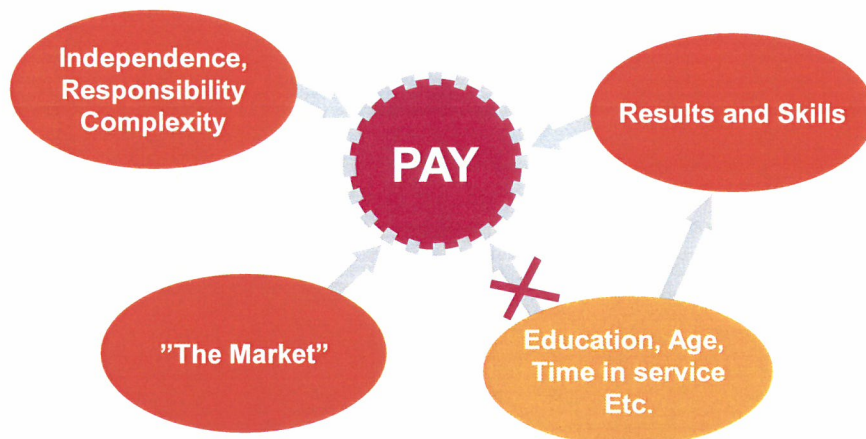
- Central pay agreements mainly regulate the approach to be taken by the employer and unions at agency level, when setting the pay for each employee, i.e. the procedure is regulated, not the outcome.
- Individual pay is based on individual results and each individual's contribution to the agency reaching its goals.


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- Agency managers are required to hold regular performance appraisals with every individual on personal aims and targets.
- Performance related pay acts as an employee incentive and management tool. It also allows scope to bring salary in line with other market forces.



## Pay criteria in the central pay agreement





Chief Economist - Roger Vilhelmsson

## The Swedish Pension System




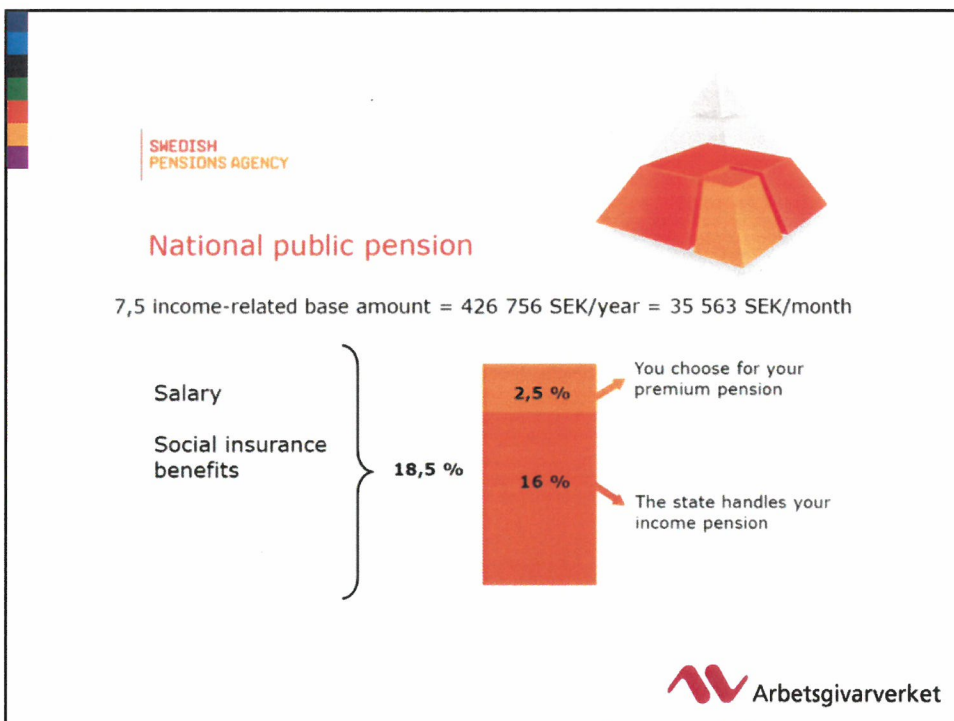
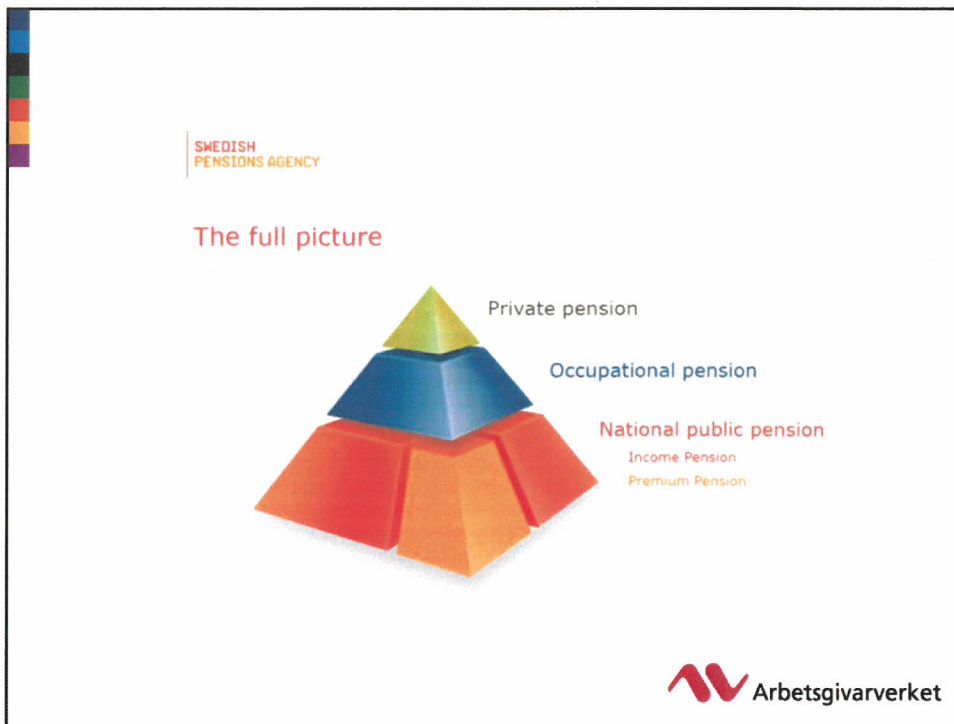
### Pension reform in 1994


Sweden replaced its pay-as-you-go, defined benefit system with a pay-as-you-go (PAYG) notional defined contribution (NDC) system and an advance funded second pillar with privately managed individual accounts, supplemented with a guarantee at age 65 for persons with low lifetime earnings.

The old system being replaced combined a flat-rate universal benefit (Folkpension) with an earnings-related supplement (ATP). A full earnings-related benefit could be obtained with 30 years of covered earnings at age 65, based on an average of the best 15 years.

This system was unfair for persons with long working and large contribution histories and was expected to require increases in contribution rates that were believed to be unacceptable to future workers.







## Why an Automatic Balancing Mechanism (ABM)?

It ensures that the payments in the long run do not exceed the assets and guarantees that the money in the system is sufficient.

In the event of an economic downturn, assets in the system are adversely affected. When fewer people work, less money comes into the system. A sharp downturn in the economy may cause the pension system's liabilities to exceed assets.

Then the brake is applied. You then only pay out as much pension as the system can handle. When the economy turns, the brake is turned off.




## How does the ABM work?

Each year, a balance figure is established that expresses the relationship between the pension system's assets and liabilities. A balance sheet number less than 1 means that the liabilities are greater than the assets.

When this occurs, the balancing is activated and a balance index is calculated. It is used instead of the income index to recalculate pensions and to calculate the change in value in the pension account.


Because the balance index is lower than the income index, this means that the pension liability, that is, the value of the total pension rights, is calculated at a lower rate or even reduced.







SWEDISH  
PENSIONS AGENCY

The full picture



Private pension

Occupational pension




## Occupational pension agreement

Occupational pensions are an important supplement to the national public pension.

When you are a government employee you belong to the **PA 16** occupational pension agreement. This agreement means that your employer paying money towards your occupational pension.

Almost all insurance products are defined contribution (except the defined benefit pension). This means that the total amount of contributions paid and the return determine the size of the pension received from the occupational pension. The defined benefit is instead predetermined.

There are different products. A selectable, a non-selectable and a defined benefit pension part or a flex pension.



## Occupational pension products

- **Selectable part** - Your employer pays money equivalent to 2.5% of your wages into this part. You will choose how it is to be managed by selecting the form of savings and insurer.
- **Non-selectable part** - Your employer pays money equivalent to 2% of your wages. The insurer Kåpan Pensioner manages this part.
- **Flex pension (born after 1988)** - Your employer pays 1.5% of your wages - to cut down on work time before you retire.
- **Defined benefit pension (born before 1988)** - The employer promises a specified pension payment, lump-sum. Predetermined by wages, how many years you have been employed and year of birth.



Telefon: 08-700 13 00  
Besöksadress: Sveavägen 44, Stockholm  
E-post: [registrator@arbetsgivarverket.se](mailto:registrator@arbetsgivarverket.se)

[www.arbetsgivarverket.se](http://www.arbetsgivarverket.se)

Thank you!





Switch board: +46 8 700 13 00  
Visitors address: Sveavägen 44, Stockholm  
E-mail: [registrator@arbetsgivarverket.se](mailto:registrator@arbetsgivarverket.se)

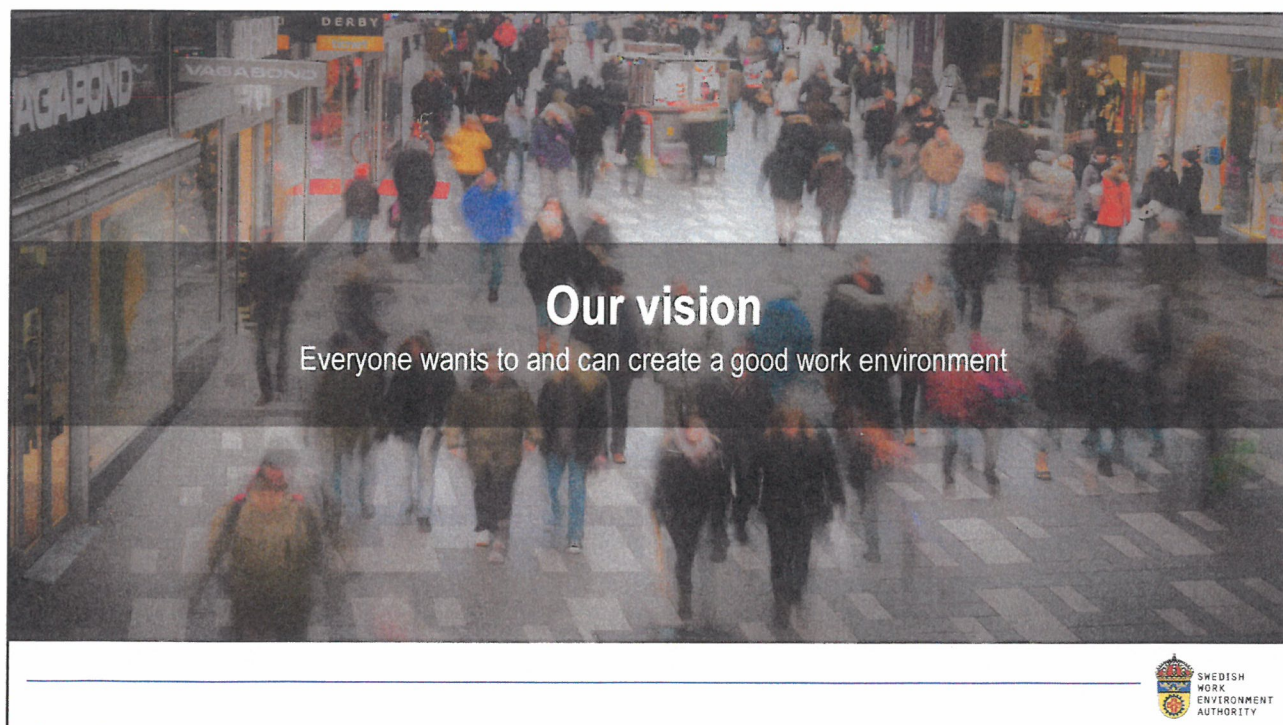
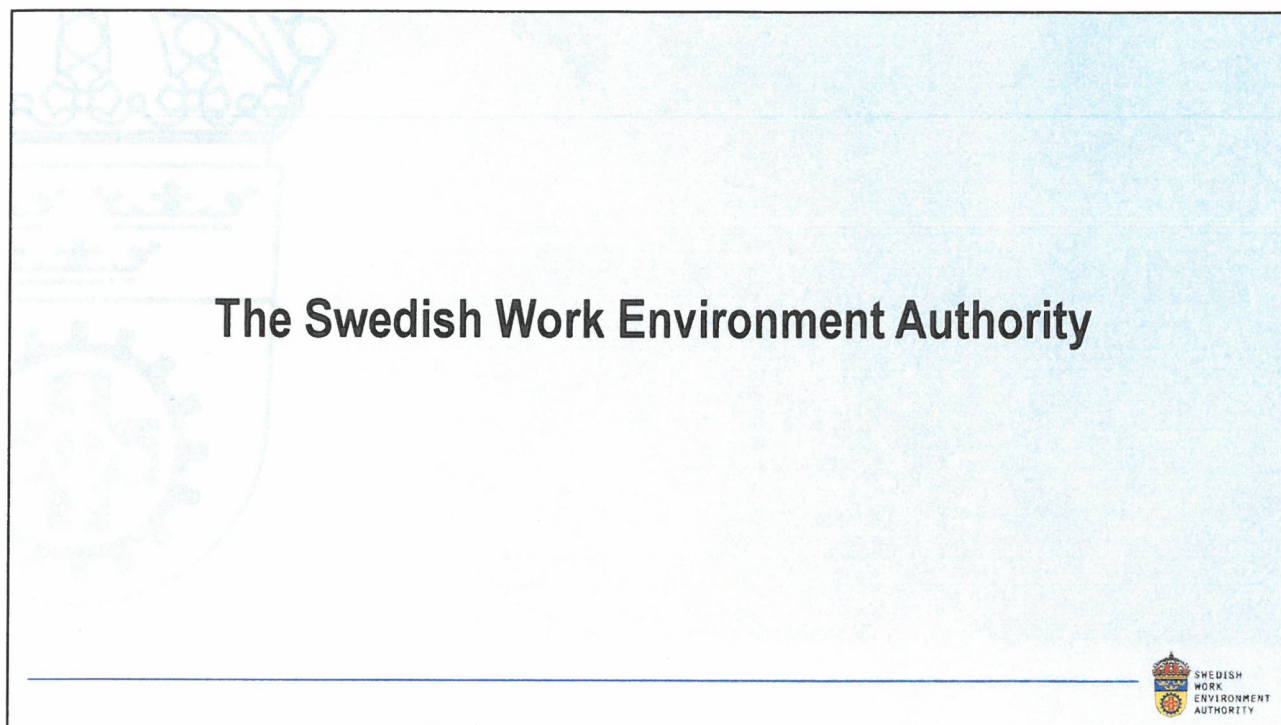
[www.arbetsgivarverket.se](http://www.arbetsgivarverket.se)

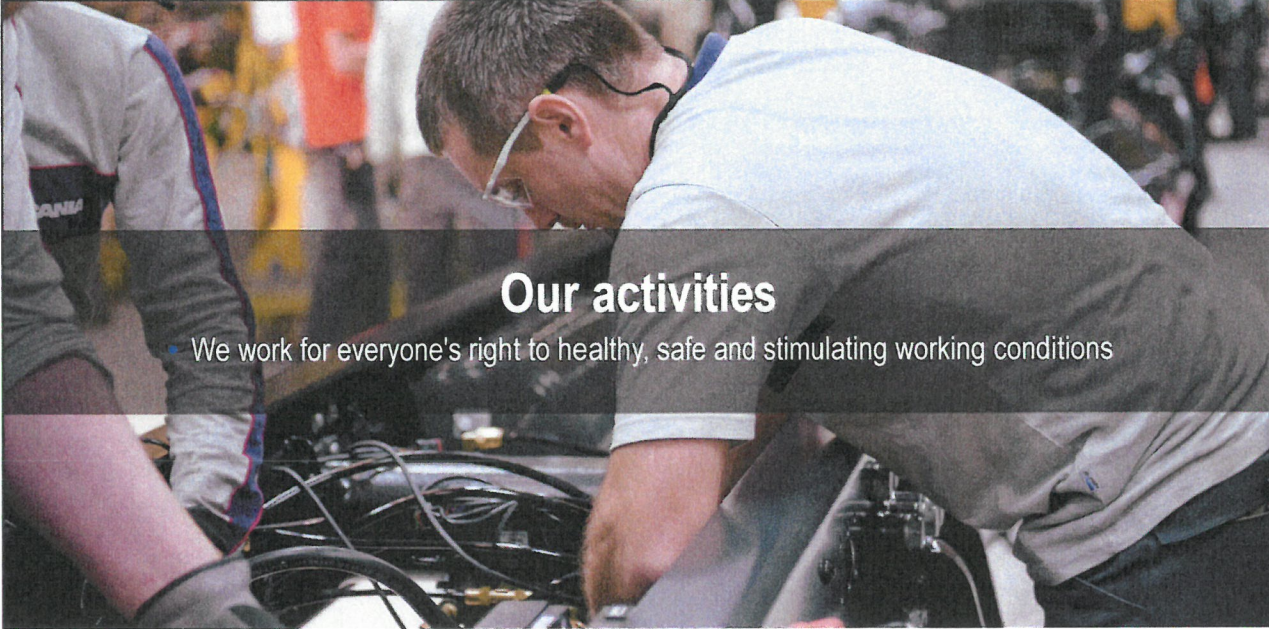
Swedish Agency  
for Government Employers

 **Arbetsgivarverket**





## 附錄四、瑞典工作環境署簡報資料






**Our activities**

- We work for everyone's right to healthy, safe and stimulating working conditions



**Letter of appropriation**

- Goals
- Results
- Appropriation
- Special assignments



## The government work environment strategy

- Zero tolerance for fatal accidents
- A sustainable working life
- Organisational and social work environment



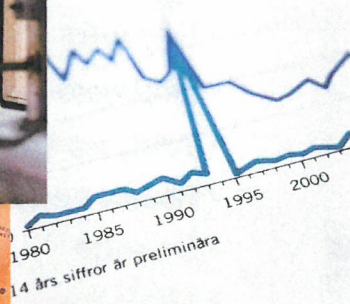
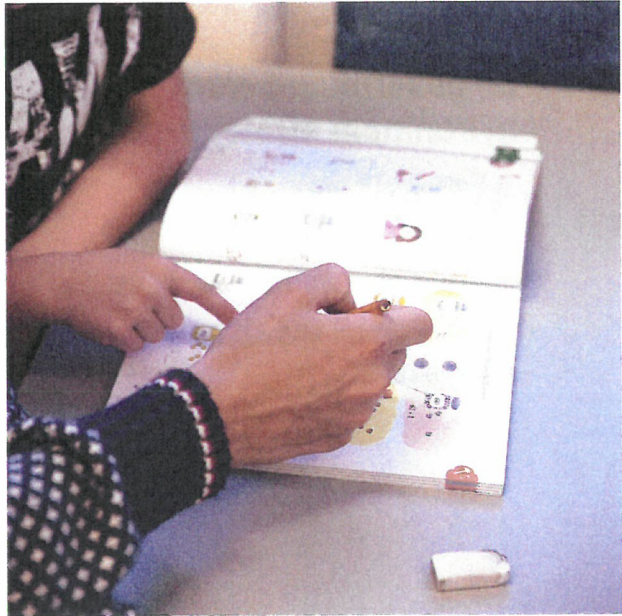
## Our stakeholders

- Employers
- Employees
- Safety representatives
- Manufacturers
- Importers
- Distributors
- Other actors



## The Work Environment Act encompasses

- All employees
- Pupils in education
- Total defence

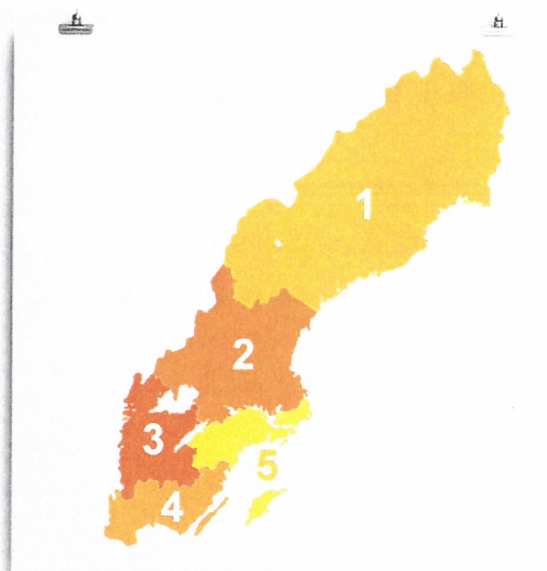


## Our core activities

- Inspection
- Regulation
- Analysis
- Communication

## Our organisation

- Seven departments
- 630 staff
- Five regions

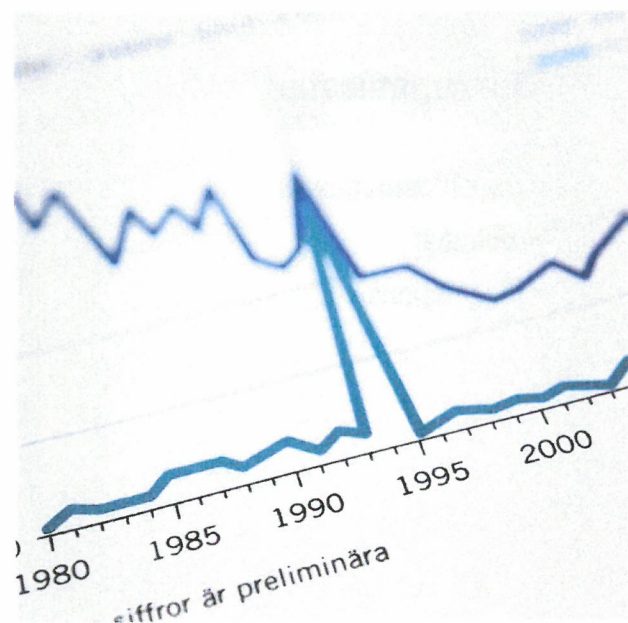


## Our work with provisions

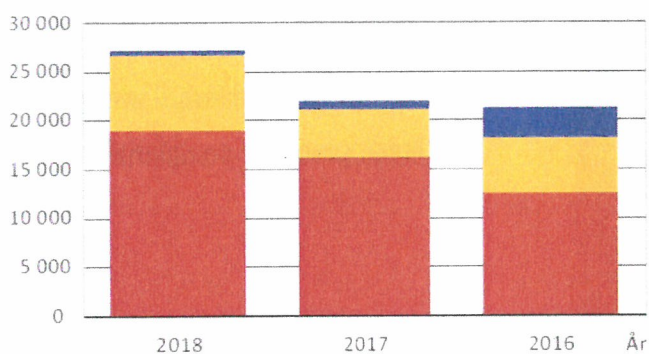
- 70 provisions
- Experts within different areas
- Development of provisions

## Analysis och statistics

- Statistics about occupational injuries
- Trends and correlations
- Analysis is important for our work



## Proceedings



- Inspections
- Follow-up inspections
- Other proceedings





## We support stakeholders

- Practical tools
- Customer service answers questions
- Working life research
- Knowledge compilations



## Why inspections?

- Random checks to make sure that employers follow the Work Environment Act
- Reveal possible shortcomings
- Prevent risks





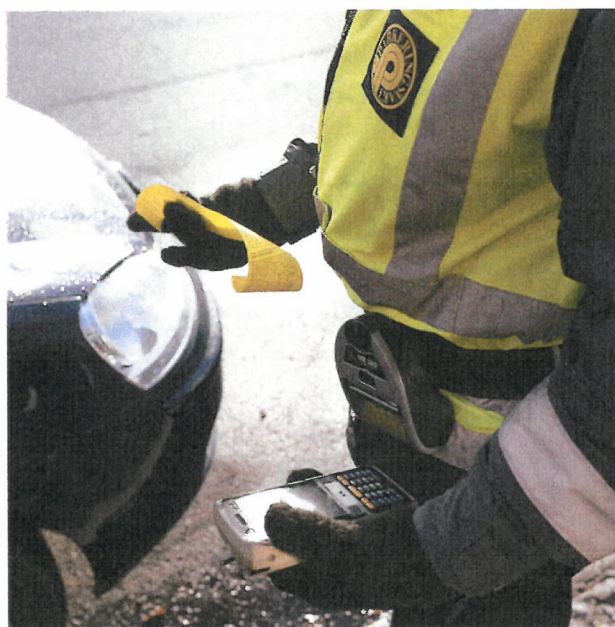
## Safety representative stop

If there is immediate and serious danger to employee life and health, the safety representative can stop the work.



## If shortcomings are not fixed

- Injunction
- Ban
- Penalties
- Sanction fees
- Fines







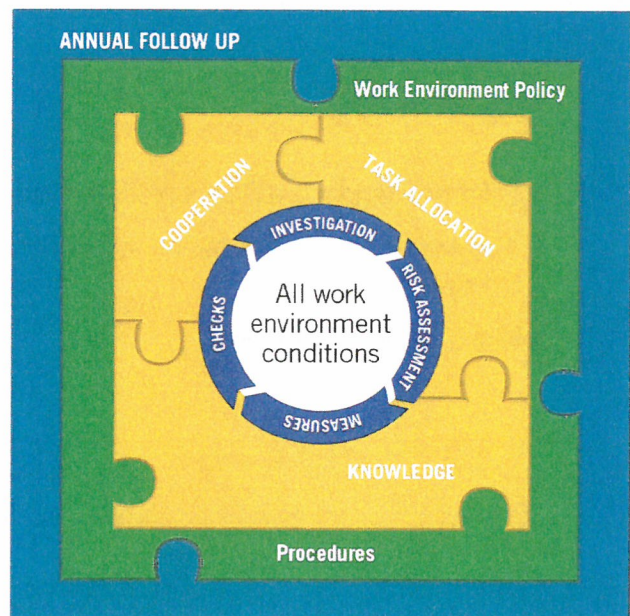
## We work with market surveillance

- Health, environment and safety demands on products
- Machinery is the biggest challenge
- Surveillance in connection with inspections



## Systematic work environment management (SAM)

- Promote good health and work environment
- All work environment conditions – physical, organisational and social
- Employer responsibility
- Cooperation with employees





## How to work systematically with the work environment

- Investigate work environment conditions
  - Assess risks
  - Take measures and produce an action plan
  - Check the measures
- 
- Interactive education at [av.se](http://av.se)



## Accessibility

- Different people – different prerequisites
- The work environment needs to function for everyone
- Make the issues visible





## Gender equality

We contribute to the achievement of gender equality objectives.

They are aimed towards women and men having the same opportunity to shape society and their own lives.



## International work

- Influence EU work environment policy
- Directives, standardisation and market surveillance
- Development work within the EU and internationally
- Increase knowledge





## Posted workers

- National register for posted workers
- Employers have an obligation to report
- Inform about rights when working in Sweden



## Some of our projects during 2018

- Organisational and social work environment
- A sustainable working life
- Building and civil engineering work
- Unhealthy competition





## Thank you for listening!

Read more at [av.se](https://av.se)

The screenshot shows the website layout with the following elements:

- Header:** Swedish Work Environment Authority logo, search bar, and navigation tabs: 'Work environment work and inspections', 'Health and safety', 'Production, industry and logistics', and 'About us'.
- Left Sidebar:**
  - Contact
  - Organisation
  - Our tasks
  - Work with regulations and provisions
  - Our international work
  - Press
  - About our website
- Main Content:**
  - About us:** 'The Swedish Work Environment Authority is an authority that has the mandate from the government and the Riksdag to see that laws about work environment and working hours are followed by companies and organisations. We are also responsible to some extent for the Tobacco Act and the Environmental Code when it comes to questions about genetic engineering and pesticides.'
  - Environment Book:** 'is translated into English, contains designations, each carrying a \*S 2006-04. Please note that this is that has been translated into'
  - Provisions and general recommendations in English:** 'Anesthetic Gases (AFS 2001:76)ng, provisions'

# Organisationsplan

