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The Danish version of the Summary is always the applicable version

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Summary of the meeting of the Main Joint Consultation Committee (HSU) on 22 April 2024

Participants: Per Michael Johansen (PMJ), Anne Marie Kanstrup (AMK), Søren Lind Christiansen (SLC), Thomas Bak (TB), Lars Hvilsted Rasmussen (LHR), Rasmus Antoft (AR), Frederik Hertel (FH), Jesper Lindgaard Christensen (JLC), Louiza Bohn Thomsen (LBT), Thomas Lykke Andersen (TLA), Jakob Skovrup Stampe (JSS), Lotte Brunø (LB), Rikke Dorothea Huulgaard (RDH), Klaus Kjær (KK)

Unable to attend: None

Other participants: Linda Ibsen (LIBS), Julie Gulstad Andersen (JGA) under item 5, Steen Harrit Jakobsen (SHJA) under item 6, Helene Møller Larsen (HML) under item 7, Camilla Skjødt Jakobsen (CSJ) (rapporteur)

Re item 1. Approval of the agenda

Recommendation: HSU approves agenda

The Main Joint Consultation Committee (HSU) approved the agenda.

Re item 2: Information from the rectorate

Recommendation: HSU takes note of the briefing

PMJ reviewed the written briefing and subsequently gave the committee the opportunity to ask further questions.

PMJ noted in the written briefing that particular attention was obviously paid to the VIVE report. It's serious reading. Therefore, the university are already looking at a number of initiatives that the organization must continue to work on to mitigate the type of behavior that the report sheds light on. The report will be processed by the organization, including at the Main Joint Consultation Committees (HSU) meeting on June 18, after which the board will be informed.

PMJ then added that he had been asked to say a little about the visions for AAU and the work with HSU. PMJ noted at the outset that it should not be seen as a definitive manifesto or new strategy, but instead as the managements considerations as a result of the ongoing developments.

PMJ then described that there has been a development in recent years, where AAU has come from one challenging place to another place today. AAU has mastered the education portfolio, both in terms of quality and content. AAU is also in good shape in terms of accreditation and the quality system.

PMJ added that in light of the graduate reform, there may be a need to look at adapting degree programs.

PMJ added that AAU in connection with the candidate reform has received the second highest dimensioning after RUC and one of the issues we struggled with the most was unemployment. But as you can see now, unemployment is on a par with Copenhagen University (KU), Aarhus University (AU) and the University of Southern Denmark (SDU). The ongoing adjustments to the study programmes and to master's production have thus resulted in AAU now having an unemployment rate equivalent to the other full-faculty universities. PMJ noted that this should be noted as very positive. Unemployment is something that has historically challenged AAU and where many initiatives have been launched, which now turn out to have borne fruit and the organization is to be commended for this. AMK added that this does not mean that AAU stops working with employability, which is a focus area in our quality system.

PMJ commented that AAU has also developed a lot on the research side. In addition to providing relevant study programmes of the highest quality, AAU also delivers research at the highest international level in many areas. There are still areas that need to be developed, but AAU is doing well in several areas. Not least in the international collaborations, where AAU collaborates with several of the best universities in the world. AAU must continue to work hard to develop research areas and increase the level of research.

In relation to external funding, PMJ noted that some departments are taking home more than what is expected, while in other areas they are taking home less. This challenge is being worked on and a development is noted, e.g. three applications for the Danish National Research Foundation have progressed to the second round. There is also a securing of ERC appropriations in areas where there have not previously been. PMJ added that there are still challenges on AAU's shares as for private foundations and this is something AAU must focus on.

PMJ then mentioned the mission-driven areas that have been initiated and in which AAU will develop. It is relevant both nationally and internationally and is completely in line with AAU's strategy, with more focus on the surrounding society, both nationally and internationally. These mission areas should also contribute to increasing AAU's external funding.

On top of all that, AAU is challenged on the next generations. PMJ noted that it is important that young people continue to want to research and that they see being at a university as an attractive career path. It is a joint AAU task to ensure good opportunities for future generations of researchers. It can affect the desire to stay in a system if you are met with inappropriate behavior, such as those uncovered in the VIVE report. In addition, it also matters that there is a work-life balance in the different stages of life. It is not only on the scientific side that AAU must work with this, but also for our technical and administrative staff. This is something that the university in general must support.

There is a social challenge where both the older generations and child generations are growing, but where the middle generations are becoming fewer. Therefore, nationally there is a strong focus on the future need for e.g. more nurses, school teachers, pedagogues and social workers, etc. AAU starts a mission on digital health, to help society meet the health challenges associated with the large generations retiring in the coming years.

PMJ summed up that he generally sees AAU as a university where there is still an opportunity to grow and mark itself as an even better university, but where there is also an opportunity, through AAU's study programmes, to create even better opportunities for the students.

FH commented on PMJ's review. FH noted that this could be an opportunity to present some visions for the future. FH added that the idea behind the request was whether they could take a closer look at what they can share at the university, so that staff members could see themselves going in the same direction. FH missed what gives a feeling that we are together for something bigger than ourselves. Especially in the difficult periods when there is a need for something that can give excitement.

There are many policies and it is permissible to be tired of these, but we must make the best of it. The missions are in the making, and they should be the ones that unite us as a university. PMJ added that Aalborg University itself generates more than 8 billion of the region's gross national product (GDP) per year. One of the things AAU has been particularly good at is giving young people who would not normally have the opportunity for a university education, a university education. Here we are doing something bigger than ourselves. FH agreed.

LHR commented that the university is not part of the problem in society, but part of the solution. Some people experience being shamed, as the focus is on the need for more nurses, etc. But it is also necessary that there is a focus on what the university can do and that there is a need for university staff to solve the tasks that help ensure that we have a future. PMJ agreed, adding that scientific efforts are essential.

JLC commented that a lot can be said about the role of the universities in society and what the university can provide in different structures. However, JLC experienced that some miss a discussion of what academia's nature and values are, in a time of great change. Many find it difficult to find their identity as university staff.

PMJ commented that if you were to have that dialogue, it would also be necessary to talk about how to do it. LHR added that AAU will not get through with political interventions and laws, but that AAU can help create new knowledge with a view to new solutions. We can easily discuss our identity, but it is also the thinking on the broader palette that needs to be lived - that we as a university contribute and come up with solutions.

TB referred to AAU's contribution to regional GDP and added that this is precisely what should be addressed, namely AAU's value. What AAU delivers in terms of value and how it is ensured that AAU takes greater responsibility for it. In addition, AAU must speak into our region. AAU has a very good learning model, but the question is whether AAU can retain its students.

RA added that if RA is to try to hear what the departments and staff members say, it is that the strategy is very fine, but that the staff members want you to also look at reality. The management can tell staff members what we want as a university, but then we have already run away from our staff members. RA sees it as an expression of the staff members need for the open free discussion, where opposites meet and where it does not have to be wrapped up in a strategy. RA noted that it does not have to agree on everything, but that hopefully with such discussions, a direction can be agreed. RA felt that it would be a strong signal to staff members that management would like to have that discussion.

AMK saw the discussion as a brainstorming session and added that it is important to remember that "we" are AAU. You can't just look at management and ask what AAU is. We are all AAU. AMK added that it is difficult to have these dialogues in meetings, but that you may be able to hold salons where specific themes are addressed with a focus on what we want to create in the future instead of giving criticism retrospectively. What do we want for our university, what do we want for our degree programmes and what do we want for research ect.

FH understands AMK's submission but added that management also helps create leadership and coupling to ensure that staff members feel part of a community. PMJ commented that this is part of the strategy work. This is something that we will soon be looking at, and it would be obvious to take this up again.

FH said that a colleague at one point had said that the colleague agreed that management had a vision, but that the colleague was not sure that AAU had a vision. FH does not know whether the colleague was right in this assumption, but it must mean that there is no link to the bottom of the organization. Something that you can be a part of, a larger community that you can connect to. FH added that it would be good to have a good open dialogue where this could be discussed and that it would be a good basis for future vision and strategy work. FH ended by noting that the reason why this was requested was that the staff members request it, as they find it difficult to see what they are a part of. After communication at AAU has been gathered into one unit, FH could imagine that they can help strengthen the organizational link.

PMJ rounded off the point by suggesting that this could be a theme at HSU's seminar day.

Re item 3: Orientation from the employee side

Recommendation: HSU takes note of the briefing

FH began by referring to previous discussions about the possibility of the staff representative getting a column in AAU Update, as FH sees it as a good way to broaden among other the Main Joint Consultation Committees (HSU's) discussions.

PMJ commented that AAU Update has a page for staff members, "Synspunkt", which you are very welcome to write in. PMJ noted that you are not censored on the website, but that there of course is a framework you write within. AAU Communication and Public Affairs is the editor of AAU Update and everyone is always welcome to send something in.

FH then reviewed the written briefing. FH participates in a number of theme days, including, the Committee for the Protection of Scientific Work (UBVA)'s theme day on 29 April 2024, which concerns the establishment of a special monitoring effort to safeguard academic and scientific freedom in Denmark, and a theme day at Christiansborg on Denmark's opportunities and challenges for participation in EU research and innovation programmes. A theme day that FH finds particularly important.

In addition, the Nordic University Teachers' Association holds its annual meeting in Bergen, where one of the themes is academic freedom in the Nordic countries. FH hopes that this will help put this theme on the agenda of the Nordic co-operation bodies. PMJ commented that this can hopefully contribute to an increased focus from the government on Nordic co-operation.

TB added that the Danish Agency for Higher Education and Science is working on an update of the Danish Code of Conduct for Research Integrity, which also looks at revising the current description of freedom of research.

FH said that there had been various announcements based on OK24 and the accompanying salary increases and how it had been handled at the other universities in relation to the Danish universities PL-regulation (price and salary regulation). Some universities have tried to drop local wage negotiations this year, and that is not good.

SLC commented that the management of Shared Service at AAU has proposed a 2-year local wage negotiation. This will be discussed in more detail in the Joint Cooperation and Working Environment Committee of the Shared Service (FSA) on May 2. SLC noted that the proposal has never been to drop the salary negotiation, but rather to discuss the possibilities of a salary negotiation with a 2-year framework. In terms of the economy, it is also more a question of phasing in budgetary changes rather than having to act so hard. RA added that it should also be aware that in a period when the economy is tight, solutions must be found in one way or another to make ends meet.

PMJ noted that the AAU had expected an salary increase of about 3%. LB asked if there would not be compensation for the salary adjustment. SLC replied that what is known at this time is that AAU will not be compensated for Great Prayer Day. In addition, there are also previous years' salary negotiations that must be implemented, which corresponds to a total salary increase of approx 7.5%.

LB had an addition to the staff page briefing concerning vacancies for technical and administrative staff (TAP). LB experienced that there is a big difference between the job postings in the organization, and asked if it could

be made more exciting and uniform. LB noted that she would like to be part of this work and expected that a focus on this could help attract the best staff members. LB added that it is currently experienced as difficult to recruit new staff members.

LB then informed that a HK secretary at Aalborg University has been nominated and made it to the final for Denmark's Best Colleague, which is an award that HK awards. LB would like to have an article in AAU Update about this, but has had difficulty getting it through.

AMK replied that it is good news, but that it is difficult to say anything about at this meeting, as it is AAU Communication who are the editors of AAU Update and the management therefore does not have insight into the reasons why the article has not been published. SLC added that it could be because the final had not been held, but added that it is something that can be looked at.

Re item 4: Briefing from the HR department

Appendix 4.1 Agenda, HAMiU on 05.03.2024

Appendix 4.2 Minutes, HAMiU on 05.03.2024

Recommendation: HSU takes note of the briefing

LIBS announced her resignation as chairman of the Staff representative of the Staff Policy Committee (PPU). Area Manager for HR-LAW and HR-Digitalisation, Emil Kvist Enggaard takes over the role as Chairman of PPU.

The HR department did not have any other briefings.

Re item 5: Aalborg University's sickness absence statistics 2023

Appendix 5.1: Sick leave for 2023, AAU

Appendix 5.2: Help text for sickness absence statistics

Appendix 5.3: From numbers to dialogue and action

Recommendation: HSU discusses the sickness absence statistics for 2023 as well as the HR department's recommendations and assesses whether there is a need to initiate further initiatives.

JGA reviewed the sickness absence statistics for 2023. During the review, JGA noted that staff members at AAU have had an average of 7.53 sick days, which is a slight decrease of 0.27 sick days per staff member compared to 2022.

Overall, for 2023, there is a slight decrease fsva. the short sickness absence, but a slight increase on the long-term sickness absence. The majority of sickness absence is placed in the long-term courses.

PMJ asked whether it has also been the trend in recent years that the majority of staff members sick leave is placed in the long-term period. JGA replied that it is correct. However, there was a deviation in 2022, where we experienced an increase in short-term sickness absence, and where most of the sickness absence was also placed in the short-term courses. In this context, JGA commented that the increase in the short-term courses was probably a natural consequence of the fact that we had corona restrictions during the past two winters and more people were therefore more susceptible to the virus.

If you delve further into the figures, you can see that sickness absence is particularly high in Q1 and Q4, when many people are often affected by various viral infections. However, JGA noted that the reason for sickness absence during these periods is not known, but that it may be the natural explanation why sickness absence is higher at this time of year.

JGA then reviewed sickness absence in the different areas of the university. Some main areas have experienced an increase in sickness absence, others a decrease. Looking at the other universities, the overall average sickness absence is 8.1 sick days per year, which is also a slight decrease from previous years. In this statistics AAU is a little lower.

JGA reviewed the HR department's recommendations in light of the current sickness absence statistics and asked the members of the Main Joint Consultation Committees (HSU) for a discussion and assessment of whether further initiatives were needed.

The HR department's first recommendation is a focus on early and targeted efforts as a follow-up to both frequent, atypical and long-term sick leave. This is supported by AAU's sickness absence policy, just as research shows that early intervention and dialogue help prevent sickness absence from becoming long-term, just as an early dialogue also helps to ensure that staff members return to the workplace in a good way.

PMJ asked if it is the impression that management has become better at making earlier contact. JGA replied that there is no record of this, but that it is her impression, that there is a difference between early follow-up or not.

PMJ then asked if anything is being done in the places that are not being followed up. JGA replied that the HR partners are aware of this also to be able to help the management with the handling if the need exists. It can be help in the form of workshops, presentations, conversation techniques, etc. which can help management support the difficult conversation, which some managers experience that it is. Also, in other places HR can contribute. It is very individual what the need is and which initiatives are relevant. In addition, a collaboration is currently underway with IT-department (ITS) and the Department of Economics (ØA) to get better system support, which can help management follow up on sick leave.

LIBS adds that management is currently not very well helped in terms of data and in terms of follow-up, but that the HR department is working very purposefully to get a system that can follow up on absence.

JGA reviewed the HR department's second recommendation, which is a focus on the fact that sickness absence should be handled jointly and that both management and the consultation committees and working environment committees work purposefully to prevent and manage sickness absence. JGA added that a joint effort in the local committees can help clarify what sickness absence calls for in terms of initiatives and that the local discussions can better target relevant initiatives and ensure the common thread in relation to, among other things, the results from the well-being barometer.

LHR commented that it is good that AAU is relatively low in the sector but asks if it is possible to say anything about what the goal for the sector is. LHR noted that no sick leave is ideal, of course, but not realistic, but that it could be good to compare with other sectors to clarify the goal AAU should strive to achieve. LHR added that the efforts that are made depends on how close we are to the goal.

JGA replied that the other universities, to her knowledge, have not set any targets for sick leave. Apart from last year, sickness absence at AAU has been fairly stable since 2018 and has been around 7 sick days +/-.

PMJ also thinks it would be interesting to see which sector has the lowest sickness absence in Denmark and whether there are any other sectors that AAU and the universities can compare themselves with.



LIBS noted that there may be other factors that play a role in relation to a basis for comparison, including registration practices. Historically, academic staff have not been as good at registering their sickness absence as technical and administrative staff have been. Therefore, there may be a shadow number, but these are hypotheses. LIBS added that there are also sectors that have significantly higher average sick leave than 7.5 days.

LB commented that it is good that there is relatively low sickness absence, but that the technical and administrative staff are also under intense work pressure. LB did not find that there is the same air in the jobs as there once was. This has the consequence that those who are ill feel guilty as colleagues have to take over. In addition, LB experienced that AAU is generally poor at hiring temporary/substitute staff in case of prolonged absences. LB added that there is also no easy availability to find temporary staff who can take over and that this makes it extremely difficult to ensure temporary coverage, and then it is the colleagues who must take over. LB referred to an earlier discussion at the university years ago about the possibility of a temporary agency corps at AAU and recommended that perhaps this should be discussed again.

JSS commented that he had read a study from the regions that had calculated long-term freshness and looked more closely at this category of employees and what characterized them. JSS asked if it had given any thought to a similar study at AAU.

JGA replied that this is not something that had been widely discussed at the university, but that it would also be easier to locate the long-term fresh staff members locally and that the HR department would very much like to help with how such a process could be structured.

TLA also immediately found that the numbers were positive, but at the same time pointed out that it should not mean that you are lulled to sleep. TLA also had an experience of pressured staff members, and noted in light of the well-being barometer, that it is important to retain this focus.

LBT agreed. In connection with this, LBT added that it is also of great importance how well management and middle managers are equipped for this work. LBT had experienced two long-term sick leaves that had not been detected. There are some alarms missing to support management in the follow-up, as it is currently very hand-held.

SLC noted that there is a high rate of sick leave in Shared Service and SLC would very much like to have it brought down. SLC finds it relevant to have data for short and long sickness absence, as they are two very different things. SLC also finds that it is important to set targets for the short sickness absence so that it can be monitored. However, SLC sees hope in the well-being barometer and especially the part that shows that there is generally a good relationship between management and staff members in Shared Service. This makes it possible to be ahead of the curve. There is a need to have management close by and hopefully this can help reduce sickness absence.

Follow-up:

JGA examines how Aalborg University stands statistically in relation to sickness absence in Denmark in 2023.

Re item 6: Annual report 2023 and follow-up on budget 2024

Appendix 6.1: Annual report 2023

Recommendation: HSU takes note of the 2023 annual report and budget 2024 follow-up.

SHJA presented the annual report for 2023. The annual report contains many elements and is divided into several parts, including a management report, a strategy section, and the financial statements. SHJA began by reviewing the main points from the annual report.

In the field of education, SHJA mentioned, among other things, the positive institutional accreditation, the decrease in graduate unemployment and the focus on the development of new study programmes and the supply in the EVU area as well as AI education at AAU. SHJA also reviewed the development of the figures for admission and STÅ (Student fulltime number). The admission of new students and the STÅ forecast are declining. It has been the same picture for a number of years and it is not expected to change significantly. However, the stand forecast is dimensioned by approx 15% compared to previously, so there is room for manoeuvre.

In the research area, SHJA mentioned, among other things, the establishment of AAU Defence and the Danish Research Technology Centre, the new research indicator and AAU's impressive rankings on the ranking lists, especially in the engineering programmes and the establishment of the mission secretariat to support AAU's mission efforts. SHJA noted that the economy as for external funding takes up a lot of space. The external funding was going up until 2021, but the curve has broken slightly. SHJA added that there is a strategic task in getting the curves to go up again and that there is a growing fund market.

In relation to knowledge collaboration, SHJA noticed AAU's strong innovation environment and strong brand and collaboration with companies. SHJA also reviewed a number of AAU's cross-cutting efforts, including the work on diversity and inclusion, the digital master plan and the implementation of AI. SHJA also noted that AAU had had its first financial climate account prepared, and that there are research environments at AAU that have actively contributed in relation to how to calculate these things.

SHJA then reviewed the results in the annual report. The result, it is calculated in relation AAU's equity. This has been achieved with the action plan and savings plan that was implemented in April last year, and at the same time, the capital market has been more favourable in 2022, just as the last-minute funding for public sector services has helped the result. Overall, this means that AAU has a profit of DKK 4 million for 2023. This also means that the strategic benchmark of achieving equity of +60 million has been achieved ahead of time. Finally, SHJA reviewed the expectations for the coming year, which are described in the annual report. HSU members were then given the opportunity to comment on the annual report before the review of budget 2024 follow-up.

FH began by asking about the calculation of the number of scientific staff (VIP) and technical and administrative staff (TAP) and the explanations behind this. The number of TAP-staff has increased while the number of VIP-staff has decreased. SLC replied that VIP has decreased primarily because AAU does not hire VIP on the external funds that are brought home. On the TAP side, there are two trends that have had an impact on the increase in TAP-staff members. One is that there is quite significant investment in digitalisation. It draws a lot of administrative TAP. It makes up about half of the growth. The other half of the increase is attributed, among others, to IAS PBL and some of the department.

JLC asked about the ratio of VIP ctr. TAP. SLC replied that AAU is in the third with the lowest VIP/TAP ratio. In the latest report seen by SLC, AAU is the one with the lowest ratio.

TLA commented on the challenges with recruitment as a focus area. TLA believes that it may be the working environment in particular that is a challenge in relation to the private labour market. TLA added that AAU has difficulty retaining employees in some areas.

PMJ replied that there may be differences in where you come from, but it may be true that the working environment in general can be a factor that matters. However, there can also be many other factors that come into

play. For example, it is difficult to recruit at the Department of Law, but this is because of the favourable opportunities in the private labour market for lawyers.

SLC added that in 2022, AAU had it as a strategic goal as it was difficult to recruit and as the hiring process was troublesome. That is why we have worked hard to simplify the process.

RA noted that in connection with mapping the recruitment process, he became aware that the dean had to have an appointment in hand six times during the process. It was therefore obvious that something needed to be made more flexible. RA added that it is difficult to recruit, but that this can also be seen in light of AAU's geographical location. In addition, RA also mentioned the importance of staff members recruited from abroad being picked up and helped through the system.

JLC noted in relation to external funding that this is something that should be integrated into the strategy at the departments. Preferably so that you got all the way around the costs associated with obtaining external funds – what does it cost to make applications, etc.? JLC added that it is a difficult calculation, but that it may be necessary to try to get further around the costs. JLC asked if it would be possible to do such a calculation.

AMK asked the deans if there are any departments that have calculated this, and possibly for that reason have aligned employees on certain funds ect. RA mentioned that it has been tried at Copenhagen University (KU). TB added that it is difficult to look at the university as a whole. Some have many small grants, some have few but very large grants. In addition, there is a difference between OH (overhead) rates and how much strategic influence the external contributions have on what the individual department gets out of it. TB does not know what an average number will give. There are approximately 40-50 different types of applications, and the strategic considerations behind each project also matter. For example, how important it is for the department to get this particular grant home. But this is something you look at in various reports. TB then mentioned NOVO Nordisk as a place that normally has a very poor success rate but added that this does not mean that we should stop applying, but rather that we should do even more to understand why we do not get the grants. Stopping would be a dead end, and it was TB's opinion that AAU can win the projects and deliver on them, but that the challenge is, that the foundation does not have the insight into this at this time.

PMJ agreed and referred to his review during the rector's briefing and his comment that AAU is challenged on external funding and the need for lobbying efforts has to be much greater.

LHR commented that there are many different parameters for the different grant types, private Danish, public Danish and EU. On the slightly larger grants, SUND looks at what it costs to take home the grant and whether SUND is able to lift the project, including how much of the employees' time is spent on it. However, LHR pointed out that he did not consider it painfully necessary.

AMK commented that the question, as she hears it, is whether it is worthwhile for AAU to do fundraising. AMK added that it is worthwhile, as this is where AAU can grow or maintain level. There is no more money coming from the state and the number of students is declining, but there are funds and opportunities in the external funding. AMK added that it is the management's job to push in this direction and support where AAU has opportunities and therefore it is also natural that you can feel pressure in the organization. AMK found the issue fundamentally problematic, as we are all AAU. AMK expressed it as a necessity that everyone works together to ensure that AAU does not shrink, but looks at where there are funds and opportunities. Therefore, AMK sees external funding as a very important focus area.

JLC did not dispute that it is an important focus area, but saw the possibility of measuring costs as a strategic tool at the departments in relation to what makes sense to work on.

PMJ commented that before this could be answered, comprehensive analyses would have to be carried out. It is PMJ's assessment that this must be solved locally, and that it is the institutions that can assess what makes sense and compare some analyses with each other if needed. It is also in the departments that you choose which applications to make and also here that the task is carried out.

TLA commented that at the Faculty of Engineering and Science (ENG) it is difficult to grow much more in this area, but that it is still crucial that the grants come home. PMJ agreed with this, noting that ENG currently takes home as much as the faculty receives in basic funds. PMJ added that this is a very good development.

TB added that the basic research funds are those used to support external funding. What the departments can work with is which projects they choose to take home and whether they can work more strategically with this. Some faculties need to be more ambitious to achieve a larger share of the pie. At ENG, there has been found a way to achieve external funding.

FH had a question for LHR on the basis of the financial review in the autumn and where the Faculty of Medicines (SUND's) share of external funding took up relatively less space than the other main faculties. LHR replied that SUND is the smallest faculty, so this must be taken into account proportionately in the calculations. LHR added that in this perspective, things are going very well at SUND. In addition, SUND has a very special challenge in this area in relation to its very close collaboration with the University Hospital. This cooperation poses some legal challenges in relation to external funds that are repatriated. The funds must be placed where the funds are to be used, and if you choose to place the funds at AAU, the question arises whether AAU can then buy services at the hospital. If you look at SUND proportionately, it is one department under SUND and a small part of the Department of Clinical Research that takes home DKK 100 million a year.

Following the discussion, SHJA underwent follow-up on Budget 2024. SHJ informed on three parameters. The first part was education revenue, which this year is in line with the budget. Last year, DKK 20 million was missing. The second part dealt with the fact that two faculties, the Faculty of Social Sciences and Humanities (SSH) and the Faculty of Engineering and Science (ENG), did not quite reach the goal of 2023. Last year, it was decided that if the main areas did not reach the performance target, it should be achieved the following year. For this reason, an agreement has been made with the rector on an instalment scheme for the next 2-3 years.

The last part concerned the salary part, which is currently a challenge. SHJA clarified that this is especially about the fact that when you get money from the state, it is based on a regulation. SHJA explained that there is a shortfall of around DKK 35 million in the budget on the salary part, and there is uncertainty about what it will look like next year, as AAU cannot be sure that the salary increases this year will be included in the adjustments for next year. We will not know this until May, when the economic balance sheet is presented. AAU is not compensated for Big Prayer Day either. This is half a percent and approx DKK 9 million. SHJA emphasized that there is therefore currently a challenge in levelling the salary part with these sub-elements. By decision of the rector, part of the result from last year has been used to regulate for this salary component. SHJA concluded by noting that time will tell where AAU will land next year in terms of how much the state gives in compensation for the salary adjustment. AAU was a little too conservative in its budgeting, and this means that AAU is missing DKK 24-25 million in the salary part this year.

Re item 7. Implementation of working time registration at AAU

Appendix 7.1 Project basis

Appendix 7.2 Process for drafting internal rules

Appendix 7.3 System selection and customization process

Appendix 7.4 Sharepoint (www.arbejdstidsregistrering.aau.dk)



Recommendation: HSU discusses and takes note of the briefing.

HML presented the background for the project. The primary purpose of the project is to implement requirements for registration of working hours for employees at AAU. The project is working towards a digital solution for time registration, which should be ready and implemented by July 1st 2024. HML informed that there is an ongoing dialogue across the universities to ensure uniformity between the universities. Another aspect that is of significant importance to the project is that a solution is found to the requirement for working time registration, which the staff members want to work with and which does not become an excessive extra workload for the individual. HML then reviewed the project basis and the project plan. All relevant material about the project can be found on www.arbejdstidsregistrering.aau.dk.

In relation to the project basis, HML noted that until July 1st 2024, the project must initially deliver on the main deliverables which are; Rules for working time registration at AAU, A digital solution for registration of working hours and their implementation, as well as a plan for follow-up on what is implemented. HML added that in relation to this, after July 1st, it will be relevant to look at the staff members and managers' experiences with the registration of working hours, and that this can hopefully form the basis for qualified discussions and possibly clarification of registration practices and follow-up as well as value creation, etc. HML added that it is difficult to follow up on the consequences of working time registration at this time. Only after the implementation of the requirement will there be time to learn more about what value the registration will be able to create at AAU in the long term.

LB asked why there were no ordinary technical and administrative staff (TAP) in the follow-up group, but only TAP management. HML replied that the composition is based on experience from previous projects, but that the staff member group mentioned by LB is involved in the project in many other ways, e.g. in connection with user testing, just as they will also be involved in connection with the implementation plan, which will start as a pilot project.

LB also wanted confirmation that working time registration applies to all staff members. HML confirmed this, but also noted that it is currently being clarified whether certain staff member groups can be exempted. However, this is not something that AAU can take an independent position on, but this discussion takes place in dialogue with the other universities and the agencies. LB then asked if the systems being looked at can communicate with other systems at AAU. HML confirmed this and added that it has been a requirement that it should be possible to retrieve e.g. data from existing systems at AAU.

FH commented that he had indicated several times to management that it was an important area and FH is disappointed not to be invited to join the project earlier. FH only experienced getting involved after the project had been dimensioned and described. FH noted that it is as it is and that FH would look positively ahead.

SLC replied that the staff representatives in the Main Joint Consultation Committees (HSU) were offered a place in the follow-up group the moment they asked to join and that they have therefore had the opportunity to participate from the beginning of the project. The staff representatives had been asked to choose a representative for the follow-up group but had decided not to accept the offer.

RDH lacked a focus on the protection of the staff members, which is the entire basis for working time registration. RDH hopes that this is something that the university will work on in the implementation. HML agreed with this perspective and confirmed that it is something that needs to be addressed.

LBT concluded by noting that it is important to be aware of the role of the middle manager in this. What they need to follow up on and what their role is and that it is ensured that they are equipped for it.



Re item 8: Approval of Aalborg University's Staff Policy

Appendix 8.1 New Staff Policy for Aalborg University

Recommendation: HSU discusses and approves Aalborg University's new Staff Policy and discusses any further proposals for how the policy can best be communicated to the organization.

LIBS began the point by informing that the Staff representative of the Staff Policy Committee (PPU) has worked thoroughly and constructively over the past year to revise the Staff Policy. The work has now resulted in a draft of a new Staff Policy, which is today submitted to the Main Joint Consultation Committee (HSU) for approval. LIBS asked the committee for possible comments for discussion.

LHR commented on the section on Equality and Diversity, which has been considered by the Committee for Equality and Diversity (ULD). Here the word "religion" is mentioned. LHR suggests that this be reworded to read "religious belief" instead, as this is more comprehensive.

The members of HSU agreed with this correction and there were no further comments so the new Staff Policy could be approved.

RDH subsequently commented on the part of the policy that related to an inclusive workplace. RDH experienced that this is something that is worked on a lot at her department, the Department of Planning, but that it is often experienced as difficult to help staff members support their individual needs. RDH lacked help from the HR department and in relation to the physical framework to be able to support the staff members who have special needs, and RDH predicted that if there were no opportunities for these staff members, it could be difficult to be the inclusive workplace that AAU wants. LBT has had the same experience and added that there are many initiatives and offers for the students and that the same is needed for the staff members.

PMJ acknowledged that it is relevant to look at, but that this discussion does not determine the content of the item and whether the new Staff Policy can be approved.

Follow-up:

The HR department continues working on communicating AAU's new Staff Policy. The Staff Policy will be available in the AAU Handbook.

Re item 9: Approval of plan for revision of staff policy rules and procedures

Recommendation: HSU approves plan for revision of staff policy rules and procedures

CSJ informed about Staff representative of the Staff Policy Committees (PPU's) and the HR department's work to review AAU's staff policy rules in order to assess whether there was a need for a revision of any of these rules. Through this work, two rules have been identified that need to be revised. These are the Rules for Side-line Occupation and the Guidelines for staff reductions based on institutional circumstances. In the case of both rules, it is a question of clarifying the rules and administrative procedures and not of changing the substance of the rules. This is described in more detail in the material.

CSJ asked the Main Joint Consultation Committees (HSU's) members to comment on the proposal to revise the two rules. None of the HSU members had any comments on the proposal.

Follow-up:

The HR department continues to revise the two rules with the involvement of PPU, after which the rules are submitted to approval in HSU.

Re item 10: Content of the Main Joint Consultation Committees (HSU) seminar day 2024

Recommendation: HSU discusses and decides on proposed theme and content at the HSU seminar day on August 27, 2024.

PMJ initially referred to his initially proposal for a theme in the Rectors briefing. PMJ then asked the Main Joint Consultation Committees (HSU) members to contribute with suggestions for themes.

FH mentioned several different possibilities, including AI in the administration, AAU as an attractive workplace including recruitment, and stress as a possible theme, e.g. with a presentation from Associate Professor Einer Baldvin Baldursson. FH also mentioned sexism as a theme.

LHR found it very relevant to discuss the circumstances surrounding abusive behaviour and noted that abusive behaviour requires a response. LHR added that if HSU does not spend a theme day discussing this, then time will need to be spent discussing it at future HSU meetings.

The HSU members agreed that the proposal in the case presentation about workplace culture at AAU with a focus on offensive behavior and sexism was a good suggestion for a theme with reference to both the well-being barometer and the VIVE report.

The cooperation in HSU, which was also made as a thematic proposal, was no longer relevant, as cooperation will be a theme at the upcoming joint meeting between HSU and the Main Occupational Health and Safety Committee (HAMiU), which will be held on May 3rd 2024.

FH suggested that the presidency discusses the proposals and agrees on the theme at the next HSU pre-meeting.

Follow-up:

It was agreed that the presidency will decide the team for the next HSU seminar day at the upcoming pre-meeting in May.

Re item 11: Optionally

No comments