



Can be freely distributed

Approved: _____

Aalborg University
Fredrik Bajers Vej 7K
PO Box 159
9220 Aalborg

Case Officer:
Jonas Bech Jensen
Tel.: +45 99403889 0227
Email: jbje@adm.aau.dk

Date: **17-02-2022**
Case No.: 2021-232-00173

Minutes of Main Joint Consultation Committee (HSU) meeting on February 16, 2022

Participants: Per Michael Johansen (PMJ), Anne Marie Kamstrup (AMK), Jesper Lindgaard Christensen (JLC), Mogens Rysholt Poulsen (MRP), Rasmus Antoft (RA), Jørgen Stamhus (JS), Lars Hvilsted Rasmussen (LHR), Lis Carlsen (LC), Klaus Kjær (KK), Frederik Hertel (FH), Thomas Lykke Andersen (TLA), Lars Bo Larsen (LBL) and Louiza Bohn Thomsen (LBT).

Unable to attend: Søren Lind Christiansen, Henrik Pedersen, Michael Eriksen and Meg Duroux.

Other participants: Henrik H. Søndergaard (HHS), Jonas Bech Jensen (ref.), Tine Bjørka (TB) under point 9 and Kaveh Shamshiri-Petersen (KSP) under point 9.

Point 1: Approval of agenda / Per Michael Johansen

It is recommended that Main Joint Consultation Committee (HSU) approve the agenda.

Main Joint Consultation Committee (HSU) approved the agenda.

Point 2: Information from the rectorate / Per Michael Johansen

Appendix 2.1 Orientation of the rectorate

It is recommended that Main Joint Consultation Committee (HSU) takes note of the briefing

PMJ initially asked if there were any questions about the written briefing. Main Joint Consultation Committee (HSU) had no questions.

LBL commented that the board's decision to advertise the rector's position may seem opaque and that it is a very short notice as the position is only to be filled in a year. PMJ replied that he is employed on a 6+3 contract which expires in May 2023. At the same time, the chairman of the board must be changed in June 2022, so it is the board's assessment that it would be inappropriate for a completely new chairman of the board to immediately have to recruit a new rector. It is the wish of the Board of Directors to maintain a certain continuity, for which it has been decided to advertise the position of rector now, so that the current chairman can sit at the end of the table in this context. LBL replied that it seems a bit "cheeky" of the current chairman of the board to hire a new rector before the end of the term. PMJ replied that for the board it is primarily based on considerations that such a process takes a long time. In addition, it is a complex organization to understand, which is why the board has chosen to ensure a certain continuity. LBL commented that it is not mentioned in the vacancy notice that the rector must be a recognized researcher. PMJ replied that it is a requirement of the University Act, which is why the requirement has probably been seen as implicit. FH commented that he thinks Main Joint Consultation Committee (HSU) would have liked to comment on the post before it was posted. PMJ replied that

it is the board that is in charge of the process. AMK added that she and PMJ are leaving meetings during these discussions, so one should be aware that this is the board's decision.

Point 3: Status of relocation plan / Per Michael Johansen

Appendix 3.1 Relocation plan status

It is recommended that Main Joint Consultation Committee (HSU) discusses the status of reduction and relocation of training places.

PMJ said he had met with several research and education spokesmen from different parties. He has talked about AAU's own plan and what it contains, as well as the sector plan for all the universities. He has tried to appeal for the political conciliation to say yes to the sector plan, because it has been drawn up jointly by the universities and is based on coordinated efforts. The sector plan ensures that there is a wide range of education and training programmes and that these continue to be available nationwide. The sector plan also calls for all universities to be treated equally. This means that individual universities cannot negotiate a specific plan for themselves. It is important to make the political system understand that we have already created room for growth in selected programmes at AAU within the existing quota. As a university, AAU has chosen a strategy that accommodates our Campus in Aalborg, so we have a comprehensive offer that originates from our main campus. Our goal is to ensure the supply of academics to the North Jutland area. The fact that we are closing programmes in Copenhagen does not mean that the programmes are not offered in the area. It simply means that students must apply for the programmes in another organisation that has the same content - but under a different name. One element of the sector plan emphasizes unemployment-based dimensioning and self-dimensioning. Educational enrolment is based on many factors, such as unemployment, research protection, physical opportunity, etc. PMJ said that the political discussions were initially overarching, with the sector plan also presented. Last week's meeting addressed the economic aspects. For AAU, it is about the economics of dental education. The curriculum is based on experience from Sweden, the Netherlands and England, as they want to educate young people using new technology. The dental education will be a PBL education like other AAU programmes. Approximately DKK 400 million has been allocated in the plan, of which approx. DKK 200 million has been allocated to dentists, DKK 100 million to veterinarians and the last of which was allocated to programmes in Køge. The DKK 200 million is sufficient for us to implement physical conditions such as building costs DKK 11 million has been allocated for annual operations, which is far too little in PMJ's assessment. Therefore, a budget has been prepared for the expected costs of dental education, which will describe the costs of the many different technologies required in connection with dental education. We do not seek prequalification of the dental education unless it can be funded. AAU would really like to have a dental education, as it makes us a stronger health science faculty. In addition, there is an increasing awareness of oral hygiene and the health field that affects the condition of teeth. The negotiations will continue in week 8. The Minister would like to close the negotiations quickly, whereas others would like longer negotiations. There is still debate and polarisation in the education sector, which looks set to continue.

FH commented that the vice-chairman of his main organization also has a feature article in Jyllands-Posten in connection with the further debate. In addition, it is not necessarily perceived positively when you say that you want to focus on the main campus Aalborg. It will probably be argued, in some places in Copenhagen, that the programmes are not available elsewhere, as they do not offer the programmes with the same PBL competences as AAU. These issues and frustrations need to be addressed. Many colleagues are worried and frustrated, so there is a demand for an announcement regarding how management will accommodate this. For example, it can be mentioned how a major change such as the establishment of SSH can be justified at the same time as the relocation takes place. Reasons, such as that you can handle the relocation with natural personnel adjustments, do not fall on positive ground, especially if there has been a reduction in staff in addition to the relocation. There is also a concern about the physical conditions with the relocation if, for example, some of the doctors are going to teach in Hjørring. He also added that the establishment of dental education is positive.



PMJ replied that FH is right that you have to have a communication plan to deal with frustrations, which you do, but in some cases, you have to wait for politicians' decisions. Some politicians have disappeared from the negotiations, with only the SF remaining from that wing. It is also a problem that you cannot afford to start more training unless you raise more funds. FH's point of view will probably have to be taken further.

RA added that it is a difficult process to balance – also in terms of communication – as staff members are affected differently. For example, there is a difference between staff members at SSH being on HUM or SAMF. One of the things he thinks is the challenge is that even though there will be an announcement from the parties, and we can make an announcement afterwards, we do not have a ready-made solution to how this should be handled – neither at university level, faculty level nor department level. Strategic ambitions and other elements come into play in connection with the relocation. Therefore, you cannot answer all questions that staff members may have, but you risk giving bad answers if you communicate too quickly. Priorities must be set, and it is complex, but you want to do it in the right way, so of course you also enter into dialogue with the staff. At the faculty, the challenge is that they also have to deal with questions about how to develop the faculty in the future, so that it creates a balancing act in the middle of the relocation plan. Training places are reduced by 10%, but the remaining 90% is still to be focused on. LBT commented that there is uncertainty in connection with the move to Hjørring in the part of the campus that will remain on Aalborg campus. Both the economy, the time horizon, and a feeling of being lost affect the clinical staff. LHR commented that if you didn't get a dental degree, you were faced with a different question in terms of what the clinical staff does with physical buildings and where they need to be going forward. The number of students who will complete training per year will be increased from 20 to 40, which will take place in Hjørring. In the new faculty building, there will also be airfields, which entails an element of flexibility. It is probably limited how many people move to Hjørring, even if their education moves up there, but fortunately there are good transport options and public infrastructure. LBL urged that, now that it is through the strategic phase, when it enters the implementation phase, it will do more in terms of involving staff members in discussions and decisions, so that it is not only managers who drive the process. He fears that it may reduce the quality of decisions if staff members are not consulted sufficiently. It is also important not to create unnecessary division.

PMJ replied that you must of course use the input of the staff, otherwise you do not have sufficient knowledge. AMK added that plans have been made for how to handle, involve and execute the relocation plan. Initially, there is a particular focus on the 18 programmes that close for admission, and then a process has been made for setting ceilings that can begin when we have a political decision. LBL noted that the debate had focused solely on those programmes that were closed, moved or created, but that at no time did management indicate where the remaining 44% (643 places) of the reduction in programme places would be located. LBL asked AMK why it has not disclosed these figures - neither to Main Joint Consultation Committee (HSU) in November nor in the published plan. LBL therefore asked for information on the distribution of the dimensioning, e.g. whether they would further affect Copenhagen and SSH, or whether they would be more widely distributed across AAU's study programmes. AMK replied that it was true that many places had been found by reducing the ceilings, but it was difficult to give a concrete answer as to how they would be distributed, as it was mainly about the political agreement. We have submitted a plan for how we can reach the goal of 10%, but we have also applied for special considerations down to 6%. Only when we know the framework we can begin a process in which ceilings for all programmes are set. This will be done in dialogue with the deans. Based on this work, it is expected that in April 2022, the Executive Board will be able to determine details for all study programmes up to 2030, knowing that it is dynamic – we will review and adjust the ceilings every year to ensure the best possible use of our study places. Here it is important to remember that it is also a technical and complex task, where some ceilings are raised while others are lowered. Among other things, it is complex because all bachelors have legal claims to one or more master's programmes, so when we close the doors for admission to some master's programmes, we must adjust ceilings on others to create space. It is also important to understand that ceilings are about places, and we look through all ceilings in conjunction with enrolment with the aim of avoiding empty places. Finally, we must also remember what PMJ said earlier, that the unemployment-based dimensioning continues, and we do not want to be hit twice, so this is also an element that comes into play when ceil-



ings are raised on some programmes but lowered on others. There are therefore many factors, and we must respect the fact that it takes time in the areas and therefore that more concrete figures on ceilings will not be available until April, and that work on ceilings will not start until we have had the political clarification.

TLA commented that he is close to one of the areas to be moved to Esbjerg, and he can feel how it has been a shock to the affected staff members. The first two resignations have already come precisely for that reason. PMJ replied that there is almost nothing to do but make the announcement. MRI added that it is indeed true that these consequences may come. The department management also talks to the affected staff members and how they can be part of other constellations in the organisation.

Point 4: Orientation from the Staff representative/ Lars Bo Larsen

It is recommended that Main Joint Consultation Committee (HSU) take note of the briefing.

LBL informed that the Staff representative would like to discuss the reaction to the relocation plan, which was done sufficiently on point 3, so there is nothing else for the briefing.

Point 5: Information from Main Joint Consultation Committee (HSU) Secretariat / Henrik H. Søndergaard

It is recommended that Main Joint Consultation Committee (HSU) take note of the briefing.

HHS informed that the results of the well-being barometer should have been sent out last week, but that due to an error, the reports to the departments had not been sent and therefore will not be sent until the following week, which he regretted.

Point 6: Staff benefits for staff members at AAU / Henrik H. Søndergaard

Appendix 6.1 Staff benefits

It is recommended that Main Joint Consultation Committee (HSU) discusses staff benefits and takes note of the briefing.

At the request of the Staff representative, HHS informed about the university's staff benefits. Most are collected on the LogBuy portal.

KK added that there are no specific requirements in relation to renting an apartment in Copenhagen, which should be corrected in the guidance. LHR asked if it could be specified that "staff" also includes managers. HHS replied that staff benefits naturally include all staff members – including managers.

LBL asked whether the possibility of being able to use the university's premises for private events was right, as there has been previous cases from other institutions that have led to "unfortunate" situations. HHS replied that CAS and the EAC have looked into this and that the scheme has been approved.

Point 7: Evaluation of the annual salary negotiations / Henrik H. Søndergaard

Appendix 7.1 Evaluation of the annual salary negotiations 2021-2022

Appendix 7.2 Results technical and administrative staff (TAP) salary negotiation 2021-2022

It is recommended that Main Joint Consultation Committee (HSU) take note of the briefing on the results of salary negotiations and discuss the evaluation of the salary negotiation process.



HHS initially reviewed the main points. The negotiations have been conducted without spending too much or too little - and the division between allowances and one-off remuneration has been respected. Something we are not yet very good at is accompanying the remuneration with a face-to-face verbal acknowledgement, which is important. The pre-negotiation information meetings were well attended by both managers and union representatives, while the leaders were missing from the course that was held. One comment is that, in the past, the audit has lagged a little behind us, because the justifications for one-off remuneration have not been specific enough. Now they are satisfied. On request, HR has ambitions to shorten the process further to the next salary negotiation, e.g. by means of increased standardization and uniform deadlines across the university.

PMJ commented that leaders should be encouraged to take the courses so that as many people as possible have the same starting point and basis for negotiations. LC commented, it may well be that we have been good at hitting the middle in relation to the one-off remuneration, but it has been perceived as a "whip" in relation to reaching the goal. In connection with the managers' feedback, it has become better for those who have received a remuneration, but not for those who have not received anything. They are simply told that you can approach, which is probably not the greatest wish. You should therefore encourage managers to give personal feedback, regardless of whether you end up giving a remuneration or not. Another wish is that you would like to have access to the system throughout the year so that you can stay updated. You also want the results of the academic staff (VIP) salary negotiations and not just the results from the technical and administrative staff (TAP) side. PMJ added that he thinks many staff members at AAU make an extra effort, and those who receive a one-off remuneration should be easy to justify. LC specified that in relation to two staff members, there may be a difference in the way in which personal statements are made. LBL commented that he supports LC's comment in terms of getting an overview from the academic staff (VIP) site. HHS replied that the wishes are noted, and he also thinks that it is a good idea to make the SharePoint solution available throughout the year.

FH wanted it recorded that he would like to encourage HR to try to appear more independent in relation to the written aspect of the remuneration. For example, in connection with the use of "we".

The KK commented that it would be great if you had the same end dates for the negotiations, as it can be difficult with many different dates when the negotiations must be completed. HHS added that in order to be able to complete negotiations faster, you need to standardize the dates, so the request is taken forward.

Point 8: Strategic framework contract 2022-2025 / Per Michael Johansen

Appendix 8.1 Presentation of the case, strategic framework contract

Appendix 8.2 Draft strategic framework contract 2022-2025

It is recommended that Main Joint Consultation Committee (HSU) discusses the draft strategic framework contract.

PMJ reviewed the draft framework contract and its background. Before the current framework contract, you had something called development contracts, which were a series of KPIs that you projected with a percentage each year, to which you could specify where you are growing in the organization. The purpose of the framework contract is to reflect each university's strategy and associated process goals. Strategic dialogues are held with people from the ministry every year, where the overall Danish university picture is discussed. It is both interesting from the university's side and the ministry has indicated that they have gained more insight into what is happening at the individual universities due to the framework contracts. There is one staff member in the ministry who continuously follows AAU, even with a week's internship, to create a better insight into what they are assigned to manage. From the point of view of PMJ and management, this has resulted in a better relationship with the staff members of the Ministry of Higher Education and Science. Every 4 years, a new framework contract is negotiated, setting out overall strategic objectives and underlying indicators. We have chosen to focus on 7 indicators. Three of these have to do with education, while the others have to do with research, dimension-



ing, entrepreneurship, and innovation, respectively. An attempt is being made to link it together so as not to create different paradigms and so on.

LC commented that continuing training was hungry for a common unity. In order to improve and have a better supply, you need to be together, as you are currently very spread out and influenced by day studies. This concerns both students and staff. RA replied that this is something they are looking at in terms of organization. A discussion about making a joint setup has been had, but the departments were not ready for that. LC replied that it is rather SSH that should make an offer, as she knows that it has been tried before. PMJ indicated that he agreed with LC's point. LBL asked what requirements the ministry has written into the contract. As some of the programmes at SSH in Copenhagen are now being closed, which actually have good employment figures, this may mean that it can be difficult to make a baseline. PMJ replied in relation to the process that the ministry announces what things they would like across all universities. One of the things they are focusing on right now is unemployment. It is also something that can be used politically, among other things to set a political agenda. Had we decided ourselves, we would probably have focused on other key figures, but there have been discussions back and forth in relation to target points, where the current contract is built on compromise and wishes from both sides. A point of attention for young people is that they must always be ready to focus on what future job opportunities they have – while they are in education and especially if they are a graduate student. AMK added that it is important to think about how the elements that come into play from the relocation plan should be seen in a national perspective.

Point 9: Evaluation of AAU's competency development / Tine Bjørka

Appendix 9.1 Status of AAU Competency Strategy 2022

It is recommended that Main Joint Consultation Committee (HSU) take note of the briefing.

TB reviewed a presentation of the year related to competency development activities. AAU has raised DKK 3.5 million from the Competence Fund for competence development distributed among 213 people, which is funding given on an individual basis. Almost all planned course activities from the HR department have been completed despite corona, change processes and periods of repatriation of staff members. These situations are not considered to have burdened the deliveries of competency development, and a stable number of courses is planned to be offered in 2022. For example, there is a demand for the course "dealing with internet trolls" in connection with harassment of research in the public sector. She urged Main Joint Consultation Committee (HSU) to assess how competency development should take place in the future in connection with the expiry of the current competency strategy and the university's new overall strategy.

LHR thanked for the presentation and asked if there are benchmarks in relation to other universities, as it may be important to discuss attracting and retaining staff members to AAU. TB replied that they are in contact with the other universities, but that AAU's setup differs in that most course activities are carried out by external suppliers. KSP added that he believes AAU can match the other universities in terms of offers, also because they offer programmes that other universities cannot necessarily offer. We buy external services from the best suppliers, where other universities offer competencies in-house. AAU therefore offers attractive offers for both academic staff (VIP) and technical and administrative staff (TAP) staff. PMJ added that state-of-the-art offers can be obtained where they are best. This also saves labour costs for internal consultants. KSP added that this is precisely one of the reasons why AAU organises competency development offers in this way.

LBL commented that it is reassuring when it appears that it has been successful in withdrawing funds from the competence fund. He also noted that leadership development was often mentioned during the presentation, which means that it seems that very high emphasis is placed on management education. TB replied that there has been a lot of focus on management, as it has been a priority effort in AAU's competence strategy, but that many course activities are also carried out for staff members without a managerial function. For example, in collaboration with UCN, there have been courses for technical and administrative staff (TAP) and other staff



groups. KSP added that it delivers what is in demand. There have also been project management courses, internal consultants, e-learning, etc., but the focus has been determined by the competence strategy, where we will probably get a new focus with the university's new strategy. LC asked if they have figures on where we are compared to other universities in terms of applying for funding, as it usually goes fast. TB replied that the Competence Fund does not provide this information.

AOB

LHR commented on language policy and Main Joint Consultation Committee (HSU) that he would like to use the terms "management side" and "staff side" instead of using "A-side" and "B-side". PMJ added that he agrees. HHS replied that it is also the policy of HR to use this terminology. Everyone will be aware of this in the future.