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Minutes of the joint meeting between the HSU and HAMiU on 12 March 2026

Participants: Per Michael Johnsen (PMJ), Søren Lind Christiansen (SLC), Anne Marie Kanstrup (AMK), Søren Kristiansen (SK), Karina Dahl Steffensen (KDS), Jesper Wengel (JW), Michael Toft Overgaard (MTO), Christina Lademann Wiederholt (CLW), Kim Dremstrup (KD), Keld Thorgård (KT), Mogens Juul Møller (MJM), Frederik Hertel (FH), Jesper Lindgaard Christensen (JLC), Klaus Kjær (KK), Rikke Dorothea Huulgaard (RDH), Thomas Lykke Andersen (TLA), Palle Steen Hansen (PSH), Kristoffer Aagaard Stormark (KAS), Asbjørn Haaning Nielsen (AHN), Jette Thorsen Gade (JTG), May-Britt Søndergaard Justesen (MSJ), Niels Hannibal (NH), Tina Vestergaard Lange (TVL), Lene Hastrup Jensen (LHJ) and Rudi P. Nielsen (RPN).

Unable to attend Thomas Bak, Mads Græsbøll Christensen, Lotte Brunø and Louiza Bohn Thomsen

Other participants: Julie Gulstad Andersen, Jonathan Henig, Carina Fristrup Mathiesen og Stine Vestergaard Holmstrøm

Re item 2: **Information on the use of psychological counselling**

Recommendation: HR department recommends that the HSU and HAMiU take note of the briefing and discuss the use of psychological counselling 2025 as part of the joint discussion under item 5.

JGA provided information on the use of psychological counselling in 2025.

PSH noted that it could be relevant to also look at the distribution between TAP and VIP in the use of the courses. If a special group is responsible for the majority, it can provide the opportunity for a more targeted effort. It was discussed whether this indicator already appears in existing data. At the same time, it was emphasized that we should not spend more resources on data collection than necessary. We only need to obtain new data if it cannot be found elsewhere.

Follow-up:

HR department is investigating whether it is relevant to obtain more information.

Re item 3: **Information about sickness absence at AAU in 2025**

Appendix 3.1 Sickness absence statistics for 2025 – Aalborg University

Appendix 3.2 Help text for sickness absence statistics

Appendix 3.3 From numbers to dialogue and action – Dialogue material for sickness absence statistics

Recommendation: *HR department recommends that HSU and HAMiU take note of the information and, as part of the joint discussion under item 5, discuss sickness absence in 2025 as well as HR department's recommendations and assess whether there is a need to initiate additional initiatives than the proposed ones.*



JGA provided information on the overall sickness absence at AAU in 2025.

TVL noted that it is an advantage that managers can now continuously retrieve figures and keep up to date on sickness absence. However, it also means that the managers themselves must be able to work in Power BI, find the information in the BI reports and analyze numbers and trends, and it is not certain that all managers can do this or have the time and resources to take over that task from HR department. Previously, it was the HR department that sent out the figures and assisted with analyses as needed.

JGA informed that local HR staff representative can also access the BI report so that they can support the work. In addition, HR and ØA have held BI courses, with a view to. To help users become familiar with the reports and their capabilities.

Re item 4: **Information on the results of the well-being barometer survey**

Appendix 4.1 Presentation of the Well-being Barometer 2025

Appendix 4.2 Well-being Barometer 2025 – The Main Report

Appendix 4.3 Reading guide

Appendix 4.4 Ekstern benchmark

Appendix 4.5 Definitions of offensive actions in the Well-being Barometer 2025

Appendix 4.6 Memo on handling offensive actions

Recommendation: HR department recommends that HSU and HAMiU take note of the information and discuss the results as well as any initiatives to promote well-being as part of the joint discussion under item 5.

JH presented the results of the well-being barometer survey for the whole of AAU. JH emphasized that the well-being barometer survey does not provide an answer in itself. There is therefore a need to unfold the results further locally. HR has prepared a proposal for a process plan for the work.

EMCC asked whether the material should be understood as inspiration and recommendation or as a procedure. The prepared presentation was emphasized as inspiration and recommendation, not a procedure. PMJ called for a clear plan for how the organisation ensures systematic follow-up in all units. It is important that discussions and actions can be documented across the board, so that no units are left without follow-up. This should be looked at more closely, e.g. by the Executive Board being responsible for following up on their areas. It was also pointed out that follow-up already takes place through health and safety plans and the WPA work, and that HR partners play an important role in supporting managers and ensuring that the work is carried out.

At the same time, it was agreed that the working environment committees should be included on equal terms with the works council in the material, which is not sufficiently stated in the current version.

TVL mentioned that the health and safety section previously convened joint meetings when we moved to new phases in the WPA process, which worked well. TLV suggested that online meetings be called again, so that all units are prepared for the work. She also suggested making mandatory courses on the working environment, in the same way as mandatory IT security courses. This could help to strengthen knowledge about topics related to well-being, e.g. early intervention.

Follow-up:

It is expected that all managers – in accordance with the current WPA procedure at AAU – systematically follow up on the results of the Well-being Barometer in both the management group, the collaboration and working environment committee and in the employee group. Targeted actions must be taken in the areas of the working environment where improvement needs are identified. These actions are incorporated into the risk assessment action plan, which must be submitted to the occupational health and safety section by 30 June 2026 at the

latest. The Health and Safety Section reviews all action plans and provides advice and guidance where deemed necessary.

In HAMiU's annual cycle, follow-up of the social and organisational working environment is planned on 14 September 2026, including the focus areas and initiatives that have been particularly prominent in the WPA action plans. HAMiU follows up and assesses the need for any further measures as well as the possibility of treatment at the HSU and HAMiU's joint meeting on 05 October 2026.

In addition, HR department prepares a proposal for how the Executive Board can systematically follow up on the results of the Well-being Barometer survey with regard to. to ensure that all entities conduct discussions and take action on the basis of the results.

Re item 5: **Joint discussion and summary**

The committees discussed in groups the figures and points of attention from the three presentations. There was then a joint summary in plenary, where the groups had the opportunity to share the views they had on the areas.

Sick leave and working from home

It was pointed out that the flexibility to work from home can lead to staff members working despite illness. Additionally, staff member with teaching duties or set deadlines may find it difficult to call in sick, even when they should. This may have an impact on the sickness absence statistics.

Benchmark

It was recommended to benchmark only against other universities rather than university colleges, as the sectors have different conditions, and the figures are therefore not good to compare. There should therefore be more focus on getting figures from the other universities instead of mixing sectors. HR department takes this into account when benchmarking the next time.

It was also emphasized that even though the benchmark shows that AAU is doing well, it does not necessarily mean that everything is good. It is therefore also important to take a step back from the benchmark. You should always be critical of the figures and focus on the areas where there are real challenges.

Overall:

It was highlighted that the overall trends in the well-being survey show progress. Among other things, it was highlighted as positive that many employees have participated in the survey, and that overall satisfaction and motivation are high. At the same time, it was noted from the staff member side that the changes are small and may be due to statistical conditions, which raises the question of whether there have actually been significant improvements since the last survey. In this connection, AAU's supplier states that changes of +0.2 points or more – in a sample the size of AAU – will typically be statistically significant. Since the majority of the observed improvements are 0.2 or higher, it is estimated that the development is very likely to reflect a real positive improvement and not just random fluctuations.

The figures continue to point to challenges, especially in relation to stress and offensive actions. It therefore requires an increased focus. It was considered worrying that many employees do not talk to anyone about their experiences, which makes it difficult to act on the issues. It was emphasized as crucial that staff members know who they can turn to when they experience challenges. It requires clear communication, and is an area we can work with.

There was agreement that the challenges must be taken seriously and that systematic work must be done on the areas where the figures are less positive. Which was also discussed in point 4. Experience shows that targeted efforts can create concrete improvements when efforts are made in the units that have the greatest need.



Proposals were made to increase the visibility of help offers, e.g. via screen savers on the employees' PCs, and to let HSU and HAMiU work with a common vision to strengthen the dialogue about well-being. The possibility of developing joint onboarding material that clarifies where employees can get support and guidance was also pointed out.

Follow-up:

HR department and the Working Environment Section follow up on the various proposals for initiatives that have been mentioned during the meeting.