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Approved: \_\_\_\_\_

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## Minutes of the meeting of the Main Joint Consultation Committee (HSU) on 27 February 2026

**Participants:** Per Michael Johansen (PMJ), Anne Marie Kanstrup (AMK), Søren Lind Christiansen (SLC), Karina Dahl Steffensen (KDS), Jesper Wengel (JW), Thomas Bak (TB), Søren Kristiansen (SK), Frederik Hertel (FH), Jesper Lindgaard Christensen (JLC), Lotte Brunø (LB), Rikke Dorothea Huulgaard (RDH), Louiza Bohn Thomsen (LBT), Klaus Kjær (KK), Palle Steen Hansen (PSH) and Kristoffer Aagaard Stormark (KAS).

**Unable to attend** Rasmus Antoft and Thomas Lykke Andersen

**Other participants:** Mads Bang and Louise Bredgaard under item 3, Lars Hvilsted Rasmussen under item 6, Line Randa under item 7, Christina Lademann Wiederholt and Stine Vestergaard Holmstrøm (ref.)

### Item 1. Approval of the agenda

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*Recommendation: HSU approves the agenda.*

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HSU approved the agenda.

HSU welcomed Søren Kristiansen, who takes over the place from Rasmus Antoft and Palle Steen Hansen, who takes over the place from Jakob Skovrup Stampe.

### Re item 2: Status of the analysis in the HR and Finance area

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Appendix 2.1 Consultation summary incl. overview of who has submitted consultation responses  
Appendix 2.2 Organizational findings and scenarios

*Recommendation: HSU takes note of the information about the consultation and the Executive Board's decision, and subsequently discusses points of attention in relation to the planning and implementation of the chosen solutions in the HR and Finance areas, respectively.*

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SLC reviewed the submitted material and presented the Executive Board's decision. The Executive Board has chosen to follow the steering committee's recommendation based on the consultation responses, which means that the HR area and the finance area are addressed differently and implemented at different paces.

In the HR area, work is being done towards a future solution based on scenarios 1 and 2, which means combining transaction tasks and coordination tasks in common solutions and with an eye to coherent processes. The estimated time horizon for the implementation is approximately one and a half years.

In the area of finance, it was decided to implement scenario 1, which means standardising and consolidating transactional tasks into a common service unit. In addition, further discussions will take place on scenarios 2 and 3 based on realising the potentials and designing the future solution. The estimated time horizon for the



service unit is the end of the calendar year 2026. The remaining part is expected to be completed by the end of 2027.

The process can be followed on the following website, which is updated regularly.

SLC also informed that the analysis from Boston Consulting Group, which is looking into the reprioritisation of DKK 500 million from research administration to research at sector level, has been put on hold due to the parliamentary election.

The committee had the opportunity to present their points of attention in relation to the planning and implementation of the chosen solutions for the HR and finance areas, respectively.

Initially, it was pointed out that the process looks reasonable. In relation to the upcoming digitalisations in the area, the connection between the study area, HR and Finance was mentioned as an important focus point. In particular, the staffing of the studies requires coordination between the HR area and the finance department, as both employee resources and finances come into play. There is therefore a call to have a holistic approach and to think these areas together already now.

Questions were asked about the large amount of tasks in HR support, and a helping hand was given for the management to speak out if the decentralised units can help. In terms of support, HR has been called upon, which is expected to have a positive effect over the next three months. So far, the departments have not been drawn upon, but this may become relevant in the future. The importance of cooperation between the units was underlined.

Several staff representatives expressed relief that the process is not rushed and that thoroughness is prioritized over speed. At the same time, however, there is considerable concern about the extent of the upcoming savings and about how these will affect the quality of future solutions. The period of uncertainty, especially in relation to possible relocations, was highlighted as stressful for the staff members.

In addition, uncertainty was expressed about the future of the positions in HR, including whether positions will be advertised and, if so, whether only decentralised staff members will apply. The need for a quick and clear announcement was emphasized. SLC clarified that if vacancies are advertised, everyone will have to apply and there will be no discrimination. SLC emphasized that as soon as there are concrete decisions on changes and possible relocations, this will be communicated.

It was also suggested that competence development be initiated well in advance and that the physical framework be considered early, as space pressure and the working environment are of great importance.

Finally, it was asked whether the future deputy director should manage the process. It was confirmed that a new manager will take over the responsibility, but that existing competencies, including knowledge of the process, will continue to be involved. A concrete plan is being prepared to ensure a smooth transition. The process of finding a new deputy director for the HR department is underway, and the hope is to be able to find a candidate before the summer holidays.

### **Re item 3: Information on the implementation plan for further development of AAU's merit of business collaboration, innovation, entrepreneurship and discussion of any comments**

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Appendix 3.1 Implementation plan for further development of AAU's merit of business collaboration, innovation and entrepreneurship

*Recommendation: HSU takes note of the implementation plan and makes any comments.*

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MB presented the background to the work and its significance. Subsequently, the committee was given the opportunity to comment on the further process.



The staff representative called for a broader representation of participants. Since it is the union representatives who, together with the management, discuss some of the elements, the staff representative misses the fact that the union representatives are mentioned in the document. It was therefore appealed to remember TR in the further work.

There was broad agreement that this is an important initiative. However, the staff questioned whether the plan is too detailed, and instead proposed a more general framework where more details and concrete discussions are anchored locally at faculties and departments. Questions were also asked about the scope and nature of the work that will take place under the auspices of HR.

MB noted that the purpose of the work is to make it more operational and usable, especially for the assessors, and at the same time ensure that the researchers can recognize themselves in the solutions. This involves significant HR work, which is not necessarily about new policies, but e.g. about updating SDD material based on the decisions made. MB also emphasised that it is already planned that several elements will be discussed faculty-specific, so that there is a real opportunity for local involvement and input.

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#### **Re item 4: Information on the evaluation of the annual salary negotiations 2025**

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Appendix 4.1 Overview of VIP salary negotiations

Appendix 4.2 Overview of TAP salary negotiations

*Recommendation: HSU takes note of the written evaluation of the annual pay negotiation process and the results of the pay negotiations.*

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CLW invited the Committee to comment on the submitted material. PSH pointed out that the financial framework is limited in relation to the time and resources invested in the process. LB proposed a different format for the TAP area, where one-off remuneration and job changes can be handled on an ongoing basis when the employee is eligible, rather than being picked up once a year. This will reduce the risk of significant contributions being forgotten. For the academic staff, it was indicated that there is still satisfaction with the model of Q4 salary negotiations.

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#### **Re item 5: Discussion of the financial framework for the annual salary negotiations 2026**

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*Recommendation: HSU will provide input to the financial framework for the annual salary negotiations in 2026 before this is determined by the Executive Board.*

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PMJ gave the committee the opportunity to provide input on the financial framework for the wage negotiations before the Executive Board makes a decision on 15 April.

JLC informed that OK26 continues the principles for local wage formation, including that it is not standardized by one of the parties central minimum or maximum pool, nor that it is centrally determined which types of supplements are to be implemented. Local wage formation must take place within the institution's financial framework, and it is the management's responsibility to prioritise funds for this. The committee subsequently discussed the difference between framework setting and prioritisation.

In the discussion, it was emphasised that different understandings of frameworks and distribution models can have an impact on both flexibility and transparency in salary negotiations. PMJ emphasised that, regardless of the name, there is a need for a financial ceiling in relation to the amount spent.

SLC noted that the Joint Service is subject to fixed financial constraints to a greater extent than the institutions, which affects the size of the framework. However, PSH and LBT pointed out that the current financial frame-



work can lead to disappointed employees and challenges with retention, especially when there is no opportunity to reward talent or implement the entire pool.

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#### **Re item 6: Information and discussion of AAU's strategy Knowledge for the World 2026-2029**

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*Recommendation: HSU takes note of the briefing and discusses the present strategy proposal.*

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LHR presented the strategy proposal, and the committee had the opportunity to provide input on the implementation. The staff representative pointed out that the involvement in the process has not always been experienced as deep and broad, e.g. due to short deadlines and short online meetings. In addition, several staff members find it difficult to see themselves in the strategy and in the chosen themes. Especially the administration does not feel they have a place.

PMJ emphasized that the missions are primarily focus areas where we need to be stronger. There is still room for development in other areas. The staff members and areas that are not explicitly mentioned are not forgotten. The employee side emphasized that this message is important to clarify in the further implementation, in order to succeed and so that more people can see themselves in the strategy.

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#### **Re item 7: Discussion of competence development at AAU**

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Appendix 7.1 Principles for competence development

*Recommendation: HSU takes note of the briefing and provides input for the future model for the work on strategic competence development as well as the strategic focus areas 2026/2027.*

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The committee agreed that it was positive with the strong focus on leadership development. However, there was a concern about the lack of focus on competence development of other staff members, especially in the TAP area. It is very limited what internal courses there are in Plan2learn, and the few that are, are very difficult to find.

The staff representative suggested looking into the future and looking at what needs the employees are facing, and already now developing them for it. SLC commented that it can be difficult to set concrete goals. For now, the plan is to run the AI process, and then we'll have to see what happens.

PMJ raised questions about how AAU ensures competence development targeted at our more specialized employee groups, including how we identify relevant courses in collaboration with these employees, so that everyone remains competitive. It was mentioned that there are relevant courses externally, but that AAU does not offer them itself, and that there may be a need for more flexible solutions. CLW commented that it may be time to look at and adjust the focus area, as we are currently primarily focusing our efforts on managers, and to a lesser extent on other employees.

The committee had no other comments on the future work on strategic competence development in accordance with the §8 obligation and the future treatment of the topic at HSU.

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#### **Re item 8: Information from the rectorate**

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*Recommendation: HSU takes note of the briefing.*

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PMJ informed that Rasmus Antoft has his last day of work as dean of SSH on 28 February. Søren Kristiansen is acting dean until a new dean has been recruited. The recruitment process has been initiated and the expect-



ation is that there will be a new dean around 1 September 2026. The staff representative presented a desire for involvement from the employees in the recruitment process.

In addition, PMJ informed that as of 1 March 2026, Jesper Wengel is acting prorector for research. Michael Toft Overgaard is acting dean of ENG.

### **Re item 9: Employee orientation**

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*Recommendation: HSU takes note of the briefing.*

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FH informed that there is a consultation deadline on 28 February for a bill on strengthening knowledge transfer and innovation from research institutions through amendments to the University Act and the Researcher Patents Act. It is a very complex area, but one of the things that the employee side has a strong focus on is the changes in relation to the Researcher Patents Act and the right to research publications. The staff representative hopes that there may be a common field of interest in not changing copyright.

After this, all employee representatives gave a briefing from their area. There was a particular focus on the merger of departments at SSH. There is a concern that a merger and the feeling of being a joint department will be difficult as long as you are split up into two locations. There are also some challenges in finding one's place in a new organization, where some have previously had sections and others have not.

RDH informed that SA at PLAN has discussed AAU's parental leave initiatives, including the possibility of a partially tuition-free semester or extension in certain positions. There have been cases where employees have investigated the maternity measures themselves and thus feel that they have been given the prospect of these options, but where it has subsequently not been possible for financial reasons. It should therefore be examined whether the measures are actually being applied in practice or whether we are in danger of promising something that ultimately cannot be realised. The measures are very good, but they should only exist if they can be implemented. RDH brings the case to the ULD

### **Re item 10: Information from the HSU secretariat**

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Appendix 10.1 Referat, HAMiU 24.11.2025

*Recommendation: HSU takes note of the briefing.*

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SVH informed that she will go on maternity leave at the end of April, and that there will be a new secretary for the committee in the coming year.

### **Re item 11: AOB**

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JW informed that the new legal basis for innovation, which FH also mentioned under item 9, will mean that AAU will also be obliged to deliver research-based innovation. It is complex, and therefore important that the new opportunities and expectations are communicated in the organization. JW also mentioned that it may be interesting to look at the topic in the HSU. This will be considered in more detail when we are further along in the process.