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Aalborg University
Fredrik Bajers Vej 7K
9220 Aalborg

Case Officer:
Camilla Skjødt Jakobsen
Phone: +4599403943
Email: csj@adm.aau.dk

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The Danish version of the summary is always the applicable version

Minutes of the meeting of the Main Joint Consultation Committee (HSU) on 29 April 2025

Participants: Per Michael Johansen (PMJ), Anne Marie Kanstrup (AMK), Søren Lind Christiansen (SLC), Lars Hvilsted Rasmussen (LHR), Rasmus Antoft (RA), Thomas Bak (TB), Jesper Wengel (JW), Frederik Hertel (FH), Jesper Lindgaard Christensen (JLC), Thomas Lykke Andersen (TLA), Lotte Brunø (LB), Rikke Dorothea Huulgaard (RDH), Klaus Kjær (KK) and Palle Steen Hansen (PSH).

Unable to attend Jakob Skovrup Stampe, Louiza Bohn Thomsen

Other participants: Solbjørk Finnsdottir (SF) under item 2, Signe Skov Risager (SSR) under item 3 and 4.

Re Item 1. Approval of the agenda

Recommendation: HSU approves the agenda.

KK pointed out that the appointment of a new board of directors in AAU's holiday fund should have been on the agenda as an orientation, but that representatives on the management side still need to be elected. However, KK has coordinated with the HSU secretariat on a written briefing to HSU when the election is in place.

HSU approved the agenda.

Re item 2: Discussion of anti-harassment rules at AAU

Appendix 2.1 Draft of anti-harassment rules at AAU

Appendix 2.2 Universities Denmark and the Ministry of Higher Education and Science's anti-harassment policy

Recommendation: HSU is informed about and discusses the draft of anti-harassment rules at AAU.

SF reviewed the material and informed about the draft of new anti-harassment rules at AAU. The purpose of AAU's anti-harassment rules is to clearly communicate AAU's position on anti-harassment, which provisions already exist in the area and who to contact if you have been subjected to harassing behaviour.

AAU's anti-harassment rules are based on the Ministry of Higher Education and Science's (UFM) anti-harassment policy, which was published in November 2024 in collaboration with Universities Denmark. AAU's anti-harassment rules refer solely to AAU's current regulations and practice in this area and therefore do not change this. This is a contribution to a continued safe and inclusive study and working environment at AAU. AAU's anti-harassment rules were in the first reading at the rector's office in March 2025, which requested a broad hearing process at AAU. HSU is the last party in the process and was asked for input on the rules.

FH noted that a lot has happened since the minister discussed this with Universities Denmark back in 2024, and called for a revisit of the document, as it can be perceived as heavy and restrictive in relation to the the policy of the Ministry of Higher Education. FH pointed out that expressions such as harassment, smear and discriminatory

behaviour must be clear, including how and who assesses when it is present. FH added that the document could be perceived as confusing and asked whether it was necessary to refer to already existing guidelines.

SLC asked for specifics and proposals, and FH elaborated. SLC took note of the comments and mentioned that they will be taken back for assessment.

AMK noted that the draft of AAU's anti-harassment rules is based on the formulations of the common principles of the Ministry of Higher Education and Science's (UFM) and Universities Denmark's anti-harassment policy, with the addition, among other things, of a fifth point, which is an AAU addition. There have been no reactions from students in the hearing process, as there has already been a lot of talk about codes of conduct, etc. There is nothing new in the rules, it just hasn't been written down until now.

It was then discussed that the rules do not change the practice that already exists, nor do they change, for example, the assessment of offensive behaviour, political statements, etc. These assessments are already made in relevant units and both freedom of expression on the one hand and behaviour that may be offensive, harassing, etc. on the other hand are taken into account. The assessments are based on legislation and practice in the area as well as AAU's rules. It was noted that the assessment of what is perceived as offensive to the individual is subjective.

JLC noted, with reference to the wording in point five, that it may lead to employment law consequences for staff members, that the reading for the ordinary staff member must be clear and that it may be difficult to deduce what this means. Employment law consequences do not necessarily mean dismissal but can also be other sanctions such as a reprimand and written warnings. The staff representatives urged that the wording in point five be considered.

Follow-up:

AAU's anti-harassment rules are revisited based on the input from HSU.

Re item 3: Discussion of AAU's sickness absence statistics for 2024

Appendix 3.1 Sickness absence for 2024 – Aalborg University

Appendix 3.2 Sickness absence per full-time equivalent distributed quarterly

Appendix 3.3 Sickness absence for 2024 – Main areas

Appendix 3.4 SICKNESS ABSENCE STATISTICS - From numbers to dialogue and action

Appendix 3.5 Help text for the sickness absence statistics

Recommendation: HSU takes note of the information from the results from the sickness absence statistics for Aalborg University and discusses the HR Department's recommendations and assesses whether there is a need to initiate additional initiatives than those proposed.

SSR reviewed the sickness absence statistics and the trends for sickness absence in 2024. The results for 2024, with a reduction in sickness absence of 0.41 sick days per staff member, indicate that the current initiatives to reduce sickness absence are having the desired effect. The HR Department therefore recommends continuing and strengthening these initiatives, including early and targeted efforts, ongoing use of the sickness absence statistics in Power BI and a focus on managing sickness absence together. The pamphlet "Sickness absence statistics - from numbers to dialogue and action" has been communicated to all managers via their HR partners.

PMJ asked about benchmarking against the other universities and noted the importance of comparable data from other universities. SSR commented that this is independent reporting, and that it is not a requirement that reports are submitted to Statens BI via ISOLA, and that we can only assume that we report comparable figures across the universities, but this is not guaranteed. PMJ added that it should be in the universities' interest for

the universities to calculate and report in the same way and called for this to be brought up under the auspices of Universities Denmark's HR Management Group. LIBS took note of this but noted that it can be a difficult exercise to get everyone to do it the same.

HSU discussed the need to take a closer look at long-term sickness absence, especially that caused by well-being problems, and the importance of targeted efforts and close and present management.

LIBS noted that we do not know the cause of staff members sick leave, and that it therefore has a greater effect that the HR partner helps management, especially where there is a high level of sick leave. The HR Department has worked proactively with this, and it is an effort that we still need to see the full effect of.

LB found that the areas had difficulty knowing when to take action with temporary staff during sick leave. The tasks that lie ahead must be solved by colleagues, and it can be a difficult balance to assess when there is a need to put in extra resources. LB called for more dialogue about this.

JLC acknowledged a good pamphlet on how the dialogue about sick leave can be taken locally and concretised into actions.

The committee then discussed the possibility of processing existing data in Power BI. It could provide some other opportunities if the processing of data taking into account the simultaneous effects of several variables.

Finally, PMJ concluded that there should be increased attention to long-term sickness absence - not in cases where it is a case of long-term absence due to somatic conditions, but where there are well-being problems. It is important that we continue to work with the management, especially where the management is not close enough. It is a good trend that the average sickness absence is declining.

At the meeting, it was corrected that there is an error in the material's table 2, where the figure for Aalborg University 2024 should read 7.41.

Follow-up:

The HR Department is looking into whether it is possible to add more variables to sort existing sickness absence data in Power BI, e.g. job category.

Re item 4: Application of psychological counseling 2024

Recommendation: HSU will be informed about the use of the psychological counselling 2024 and provide any input to the scheme.

SSR reviewed the material and statistics for the use of psychological counselling for 2024. No measurements have been made of the cause of the load in 2024, as there was for 2023, but it is planned that it will be possible again next year.

FH noted that colleagues are happy with the scheme and that it is perceived as a very good scheme. FH added that the staff representatives think it would be good that it is not set as an expectation that there must be a declaration of consent, as approximately 50% of the processes were carried out without such a declaration.

PMJ pointed out that without a conversation between the staff members and the manager, the manager does not have the opportunity to help the staff member in question with what may affect him or her – e.g. with the organisation of work etc. In these cases, it is relevant that there is a dialogue between manager and staff member.

FH and JLC noted that some staff members prefer to discuss the issues first and then talk to the manager, and that staff members can assess for themselves whether management should be involved from the start. There may also be issues that management cannot necessarily help with.

LIBS emphasized the importance of management being informed in order to be able to help staff members and influence the culture. It is difficult for management to act if management is not close and has the necessary information. PSH mentioned that the timing of involving management can vary and that anonymity is important for some staff members as they are very vulnerable. However, PSH was in no doubt that in most cases, management must be involved.

LHR noted that there can be many different reasons for seeking psychological counselling, and that it is LHR's assessment that the university has become better at offering psychological counselling.

RDH asked if there will be an evaluation of the scheme, which was confirmed.

Re item 5: Information about and input to the financial framework for the annual salary negotiations

Appendix 5.1 Cycle for the annual salary negotiations

Recommendation: HSU will take the briefing on the process for determining the financial framework for the annual salary negotiations and provide input to the framework before this is determined by the Executive Board.

LIBS reviewed the material on the financial framework for the annual wage negotiations and the annual cycle and asked for HSU's input.

FH commented that they had not seen the agenda text before it was sent out and would have objected, especially regarding the VIP salary framework, if the text had been known. FH emphasized that he did not find that the salary framework lived up to Ny-Løn (New Salary). FH noted that with the introduction of a new salary system in 1998, the salary pools were abolished. This has the consequence that there is no minimum or maximum for how much a supplement can be agreed upon. You negotiate within the budget at any given time and that it is the management's responsibility to ensure that there is room for such negotiations. In this connection, FH quoted the [Circular on Framework Agreement on New Salary Systems](#), Appendix 1, Section 3 and noted that salary formation must take place within the institution's finances and not within a salary framework. JLC mentioned that salary increases are budgeted, but that doesn't mean the frame has to be met every year. Some years you stay under and other years you go over.

LIBS emphasized that the salary funds must still be distributed locally, and that the method is the same as at other universities. LIBS did not find that the financial framework compromises with Ny-Løn.

TLA asked about the local agreements for academic staff (VIP) and how it should be seen in the context of the salary framework for VIP. RA replied that a framework over time helps to keep salaries at a reasonable level and ensures a common policy across the university. RA emphasised that, in addition to the local salary agreements for VIP, there are also other possible salary improvements such as qualification supplements and one-time supplements.

LHR emphasized the signal value of the fact that there is no difference between academic staff (VIP) and technical and administrative staff (TAP), and that everyone contributes and must be treated with equal dignity.

PSH commented that restrictive salary frameworks make it difficult to recruit and retain TAP staff members, especially when it is difficult to lift new staff members to a reasonable salary level. SLC agreed that there is a wage backlog in some areas, but added that the economy does not allow for a boost everywhere. However, SLC agreed with the basic assumption of wage backlog.

LB mentioned that Aarhus University (AU) has adopted a new framework without the requirement for a 50/50 split between one-time supplements and fixed supplements, while University of Copenhagen (KU) does not have a central framework. PMJ noted that KU has a different and more decentralized management of the economy and that it is therefore difficult to compare with them.

FH noted that it is of course important that the finances are coherent, but that there should not be a centrally determined salary framework or requirement for distribution between types of supplements. JLC added that even if there wasn't a frame for VIP, it doesn't mean that VIP gets more than TAP and that if there is a frame, then it gets emptied.

PMJ noted that it is fine that the frame is being emptied, as this is what the funds are allocated for and that it is a matter of recommendations for a 50/50 split between one-time remuneration and fixed supplements. LIBS added that the executive board's decision is to move towards a 50/50 split, but that there is also flexibility. LB mentioned that it has been met as a demand. TB noted that in the TAP area, they are probably better at following up on this than they are for VIP.

JLC mentioned the desire to compress the wage negotiation process. LIBS commented that the process has been compressed and that the final touches are being put on this, after which more information will be released about the process.

Re item 6: Annual Report 2024

Appendix 6.1 Annual report for 2024

Recommendation: HSU takes note of the annual report 2024.

SLC reviewed the annual report, which was signed last week. There are adjustments in equity, which are now divided between fixed and free equity. The free equity can be used as needed. Savings are being made for, among other things, NYT SIS on the free equity, where the need is estimated to be around DKK 20-25 million. The university basically has a solid economy and a reasonable equity to look into in the coming years.

PMJ noted that there are uncertain times due to reforms in the field of education and uncertainty about the research reserve and its implementation. Geopolitical requirements affect how the money is to be spent, and the Finance Act is also crucial. There are also challenges in the EU area, as the EU's Competitiveness Index, which is to be translated into a Competitiveness Fund, can affect research funding from the EU. On the positive side, grants from private funds are increasing.

JLC noted that sexism is mentioned in the management report, but that he misses something about the working environment and well-being and draws attention to the unsatisfactory development in the goal for EVU, in the reporting of the framework contract.

Re item 7: Evaluation of the HSU's cooperation and working methods

Recommendation: HSU discusses the committee's cooperation and working methods.

The staff representatives commented that they saw it as an advantage that both the chairperson and the deputy chairperson participate in the HSU meetings and expressed dissatisfaction with the process of registering working hours, where they felt that there was not sufficient involvement in accordance with the intentions of the cooperation agreement. The staff representatives added that the HSU's discussions work best when the staff members are involved early in the process. The staff representatives is aware that early involvement can mean that you must deal with a topic several times.



From the staff representatives, there was also a desire for more equality in the number of participants from the staff representatives and management at the preliminary meetings, and that a preliminary meeting was held prior to extraordinary meetings, even if it had to be at short notice.

AMK explained that the pro-rector acts as the rector's deputy, and that it is therefore a natural part of the pro-rector's function to replace the rector in his or her duties when necessary. If the HSU meetings can only be held when the rector is present, the consequence is that the meetings must be moved, which is not necessarily appropriate. Using a substitute should therefore be seen as a desire or need not to be forced to postpone a meeting.

HSU took a positive view of HR's proposal to change the form of meeting between HSU and the Main Occupational Health and Safety Committee (HAMiU) from an annual full-day meeting to two shorter meetings where the common agendas and interfaces can be discussed.

Follow-up:

HSU secretariat follows up on the evaluation and the proposal to change the form of the meeting between HSU and HAMiU. The next step is for the proposal to be discussed at HAMiU.

Re item 8: Information from the rectorate

Appendix 8.1 Task description / terms of reference for analysis of the HR and Finance areas

Recommendation: HSU takes note of the briefing.

AMK reviewed the work on the institutional plan, including that there will be a discussion at the extraordinary HSU meeting on May 15, followed by a discussion by the Executive Board and submission on 23 May. The legal requirements for the students admitted in the current year have not changed, and it is assessed that it will work. PMJ pointed out that this can lead to financial challenges, but that it is important that the new students feel confident in their rights when they apply for a study programme.

SLS presented the terms of reference for the analysis of the HR and finance areas. The analysis will help to make decisions about the future organisation, based on the four benchmarks for the future administration at AAU. A steering committee and project group have been set up, and the analysis will be carried out from May to September, after which the results will be processed from September to November. A [website](#) has been set up where you can keep up to date on the process. PSH lacked local discussions in the consultation committees about the process. SLC noted that material has been sent out to management, for use in local discussions.

RA noted that the four benchmarks for the future administration are starting to come alive in the organization and are being used in ongoing processes, improving quality.

PMJ emphasized the importance of completing the process now due to significant government cutbacks, which could significantly impact the administration. The extent is not yet known, but it may be up to DKK 100 million that must be found over the next 3-4 years.

JLC emphasized the importance of staff involvement, and that the analysis also looked at collaboration between academic staff (VIP) and technical and administrative staff (TAP). LB noted that it is important to also learn from the experiences of other universities, e.g. Aarhus University (AU).

Finally, HSU discussed the importance of proximity in task solving, where proximity can mean both physical presence and quick task solving. Optimization of systems was also mentioned as an important factor.

Re item 9: Orientation from the staff representatives



Recommendation: HSU takes note of the information

FH has become a new member of UBVA and hopes that AAU can benefit from it, especially in regard to issues of copyright, etc.

The trade unions have formulated, or are in the process of formulating, demands and wishes for the upcoming collective agreement negotiation (OK26). This covers, among other things, higher supplements for associate professors and full pension entitlement for PhD supplements. Stronger protection of union representatives as well as better conditions, requirements for supplements for the working environment representatives (AMR) and the involvement of consultation committees in the implementation of AI. There are also demands for flexibility in working life, saving pension funds for freedom and improving the right in connection with children's and grandchildren's illness as well as higher pensions, and the right to accompany close relatives. Finally, for the academic area, there is a requirement for time for research and remuneration for work at weekends and after 17:00, corresponding to other working time rules.

The individual requirements differ from the individual trade unions. Not all demands reach the negotiating table, but these are wishes.

PSH drew attention to the uncertainty at the technical and administrative staff (TAP) level, due to a lack of coordination between ongoing processes. RA acknowledged the challenges of several simultaneous processes in relation to the process at SSH but emphasized that they were aware of this and of taking care of it as best as possible. This has been thought into the plan for SSH. RA added that it is also a condition and especially when we are an organization that runs very decentralized. FH found it positive that there has been and is a good dialogue in the process.

FH noted that it is his impression that the closing of an education at the Faculty of Health and Medical Sciences have been handled with good dialogue, even though it is sad for the affected programmes.

RDH expressed frustration over the sudden speed of the decision-making process at TECH regarding the institutional plan but also noted that input has been listened to. TLA mentioned that the process regarding the institutional plan at ENG also went quickly, and that the recommendation not to open the education in roads and traffic in Esbjerg was a pity, especially for those who had spent time and resources working on the education. JLC suggested that cross-faculty coordination might have been appropriate. AMK explained that the faculties were each in different places and had different tasks in connection with the institutional plan and therefore it gave greater weight to local considerations. TB praised the staff members for good dialogue in the TECH process and noted the great passion for the affected educations, both from staff members and students.

In conclusion, FH noted that the EST-VIP salary agreement, which expires this year, is to be renegotiated.

Re item 10: Information from the HSU secretariat

Appendix 10.1 Minutes, HAMiU on 05.12.2025

Appendix 10.2 Minutes, HAMiU on 19.03.2025

Recommendation: HSU takes note of the information

There is nothing new from the secretariat.

Re item 11: AOB

PMJ announced that the recruitment process for the new Dean of the Faculty of Health and Medical Sciences has been completed and that it will be announced tomorrow (Wednesday 30 April) at 12:00 noon. It is not an in-



ternal candidate. The recruitment of a pro-rector for research has been put on hold as the right candidate has not been found, despite the fact that the position has been re-advertised. A positive news is that Aalborg Municipality has granted a building permit for a new work of art and the installation, The Galactic Park at Krogstrædet 3. PMJ wants to apply for more funding for new works of art to the university.

FH asked whether, in light of developments in the world, the management had considered the dependence on large IT solutions. PMJ confirmed that this is something that is also being paid attention to centrally and that they are looking into possible replacements from France, among others.

JLC expressed pleasure over the leaflet on monitoring of IT systems at AAU. JLC suggested that technical terms could be elaborated and that communication to staff members should be ensured so that it does not just end up on a website.