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## Minutes of the extraordinary meeting of the Main Liaison Committee on 7 April 2026

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

**Unable to attend:** Thomas Bak, Thomas Lykke Andersen and Louiza Bohn Thomsen

**Other participants:** Christina Lademann Wiederholt (CLW), Carina Frstrup Mathiesen (CFM) and Stine Vestergaard Holmstrøm (SVH), ref.

### Item 1. Status of the projects in HR area and finance area

*Recommendation: University Director recommends that the HSU*

*\* Discusses the status of the projects in the HR area and the finance area*

*\* Discusses the process of establishing the new units in ØA and HR*

*\* Provides input for communication and involvement of TR and AMR in the projects*

SLC began the item with a short presentation and informed that after the HSU meeting, an orientation meeting will be held for all TR and AMR on the same topic. The committee was then given the opportunity to discuss the new status and provide input for further work.

Staff representative paid particular attention to the fact that the employees in the two departments must apply for the positions in the new HR and ØA. This part of the process takes up a lot of space for the employees. At the same time, understanding was also expressed for the background for the model, but also a clear appeal was made to consider what it does to employees to have to be measured and assessed in relation to each other, as well as what consequences it may have in the relationship between management and staff members.

PSH pointed out that the things that create the greatest uncertainty are the things that are not yet in place. This includes job profiles, competence requirements, the number of positions and the target group for applying for the positions. PSH also expressed regret that work is not already underway on systematic competence development of the staff members. The Carve report's analysis pointed out a lack of competence in the areas. The uncertainty is exacerbated by a lack of knowledge about which competencies will be central in the future, and that there is not already a targeted effort to build these internally. A general wish was therefore a clearer and more concrete process plan as soon as possible, as several staff members may be uncertain for no reason at all.



The management expressed great understanding towards the uncertainty that this causes among the staff members. It was emphasized that the desire has been to prioritize involvement and thoroughness over speed. There must be a clear process plan that takes into account all the things that the staff representative is requesting, but it is not ready yet. A more final plan will be discussed at the HSU meeting in June.

LB asked about what decisions have already been made and what is still open for dialogue. SLC commented that right now it is ideas and proposals that are being discussed. In addition, LB placed great emphasis on fairness in the process and in the selection. It was pointed out that particularly decentralised staff members may find it difficult to see the process as fully fair if the selection is made by managers who know some applicants better than others. LB also mentioned the importance of centrally and decentrally placed staff members being placed on an equal footing in relation to having to apply for the positions in the new HR and ØA. SLC can subsequently confirm that this will also be the case.

To reduce uncertainty and create fairness, the staff representative proposed to make a temporary hiring freeze in the affected areas to avoid the experience of new employees being hired in positions that existing employees hope for or expect to transfer to.

Concern was expressed about what happens to the staff members who are not offered a position in the new structure. SLC commented that the first step is to clarify the target group that can apply for the positions, but that it cannot be avoided that the total number of staff members must be reduced. What should happen to the staff members who are not to do HR or finance tasks requires close dialogue with the heads of department about the scope, process and implementation.

At the same time, the staff representative pointed out the importance of taking special consideration for staff members in, for example, flex jobs and other schemes, so that they are not placed at a disadvantage than they are now, which can only happen if they do not have to apply but are transferred to a new workplace. In addition, it was pointed out from the staff representative that in the event of a change of position, decentralized employees should not be placed at a disadvantage in relation to their current salary and conditions.

JLC mentioned the VIP perspective, which also fills the staff members' minds. How will the collaboration between VIP and TAP be in the future, and will there be a shift in tasks between staff groups? SLC commented that we will work in a different way in the future, and that there may be a change of tasks between the groups because optimisation is needed. But hopefully, several things will also become easier when we get a new HR system. For example, it could be more self-service.

In this connection, KAS pointed out that the transition to increased self-service and new systems is often experienced negatively, even if the systems objectively work well. This places demands on implementation, support and realism in relation to everyday life.

FH mentioned that several local authorities have expressed a desire for a continued principle of subsidiarity and concern about how the level of service will be affected in connection with the relocation of tasks and increased centralisation. Proximity was discussed both as a physical location and as knowledge of the local conditions, and it was agreed that the service should continue to be perceived as close – even if tasks are moved organisationally. At the same time, it pointed out a risk that tasks will be formally centralised, but in practice continue to be solved locally as "shadow tasks" if common solutions do not work satisfactorily. It was therefore emphasised that tasks must in fact be removed from the departments, and that during the implementation period, there must be a focus on clear interfaces, good support and close dialogue, so that the solutions work in everyday life and do not give rise to local special schemes

The management thanked for all the many inputs that will be taken into account in the further work. The topic will be discussed again at the HSU meeting on 15 June.