



For general distribution

Approved: _____

Aalborg University
Fredrik Bajers Vej 7K
9220 Aalborg

Case Officer:
Carina Frstrup Mathiesen
Tel.: +45 99 40 99 40
Email: cfma@adm.aau.dk

Date: **#28-04-2026**
Case No.: 2025-232-00240

Minutes of the Main Liaison Committee (HSU) on 28 April 2026

Participants: Per Michael Johansen (PMJ), Anne Marie Kanstrup (AMK), Søren Lind Christiansen (SLC), Karina Dahl Steffensen (KDS), Thomas Bak (TB), Søren Kristiansen (SK), Frederik Hertel (FH), Jesper Lindgaard Christensen (JLC), Lotte Brunø (LB), Louiza Bohn Thomsen (LBT), Klaus Kjær (KK), Palle Steen Hansen (PSH), Thomas Lykke Andersen (TLA) and Michael Toft Overgaard (MTO).

Unable to attend Rikke Dorothea Huulgaard (RDH).

Other participants: Jesper Wengel (JW), Christina Lademann Wiederholt (CLW) and Carina Frstrup Mathiesen (CFM), ref.

Item 1. Approval of the agenda

Recommendation: It is recommended that HSU approve the agenda.

HSU approved the agenda.

Re item 2: Information about the Annual Report 2025

Appendix 2.1 AAU's annual report for 2025.

Recommendation: It is recommended that HSU take note of the annual report 2025.

SLC presented AAU's annual report for 2025, which was approved by the AAU Board on 9 April 2026, as well as the result for the year and the expectations for 2026.

In 2025, AAU realised a profit of DKK 221 million, partly as a result of extra research funding (independent research and innovation funding), the provision for Thomas Manns Vej 23 and a decrease in consumption costs. There is a focus on getting the funds allocated to relevant activities so that the equity does not become undesirable high. Part of the amount has already been committed, but not all.

PMJ added that there is an attitude in the management that new funds must be used for new activities, to ensure progress and development in the organization. At the department level, processes have been initiated with a view to prioritising and concretising the use of the funds, and dialogues are ongoing between the dean and the heads of department with a focus on how the departments want to use the extra funds over the coming years.

There is a need to activate grants more quickly, including earlier initiation of projects and recruitment, so that activities get started in a timely manner. In continuation of this, the committee discussed, among other things, the university's capacity in relation to increased repatriation and the need to support progress in the organisation. It was also asked whether the new AAU strategy 2026-2029 has allocated funds to support AAU being an attractive workplace with a focus on well-being and the management and prevention of stress (cf. the

development in the latest well-being survey). PMJ commented that the management and prevention of e.g. stress is handled locally, but that the management is open to allocating funds to this area.

The committee also discussed the balance between basic and external funding, including the fact that the theme is repeated across the organisation. As an organization, we have now raised the basic funds compared to the external funds but also note that there are some differences across this balance.

The staff representative asked questions about the new budget model, to which PMJ explained that work is being done on the new model, which will be presented to the board in June. After this, the 2027 budget can be prepared according to the new budget model.

In conclusion, PMJ noted that AAU currently has an economy that allows for growth and initiative, and that the situation must be exploited positively.

HSU took note of the briefing.

Re item 3: Discussion of AAU rule for the appointment of TAP

Appendix: Appendix 3.1 AAU rule on appointment committees for administrative positions.

Recommendation: It is recommended that HSU approve that the AAU rule for the appointment of administrative staff be repealed and replaced by the AAU rule on job interviews and appointment committees for administrative positions. If HSU cannot accept the change, it is recommended that the rule be terminated with three months' notice.

CLW informed about the proposal to let the current AAU rule for the employment of TAP lapse and replace it with a limited AAU rule on job interviews and appointment committees for TAP positions. The purpose is to limit the common local framework to the parts where an AAU rule creates value, as well as to remove local process requirements in addition to the collective agreement basis, including the requirement for TR comments on job advertisements. The proposal has been discussed by the Executive Board.

The staff representative pointed out that TR's ability to comment on job advertisements contributes to quality assurance, among other things. At the same time, it was mentioned that there may be a sense of co-determination when the staff representative is involved in setting up appointment committees. Concern was expressed that appointment committees may be too narrowly composed when members are appointed by the manager, including that the appointment may result in the same persons repeatedly being included in the committees. In this connection, it was noted that the recommendation pays attention to inclusion and diversity, and the intention of the proposal is to simplify and streamline the TAP recruitment process.

There was no broad consensus in HSU, but the Committee agreed with the recommendation that the rule on the appointment of TAP should be repealed and replaced by the AAU rule on job interviews and appointment committees for TAP positions. The committee expressed a wish for an evaluation of the implementation after it had been tested for six months.

Follow-up:

On the basis of a request from the staff representative, the HR department TAP TR invites the representatives to an evaluation meeting with a focus on gathering and exchanging experiences and ensuring continued cooperation after the implementation of the new set of rules.

Re item 4: Discussion of recommendations for strengthened involvement in AAU's department council

Appendix 4.1 Recommendations for strengthened involvement in AAU's department council.

Recommendation: It is recommended that HSU discusses and takes note of the recommendations.

PMJ provided information on the background for the recommendations for strengthened involvement in AAU's department council. It was stated that the work stems from a broad discussion in the sector in connection with the 20th anniversary of the amendment of the University Act, where challenges with employee involvement at the universities have been pointed out. In continuation of this, a potential was identified at AAU to strengthen the local, participatory processes around the department councils. A working group has continued to work on this, and it has resulted in 13 recommendations to strengthen employee involvement. Now the recommendations will be implemented at the department level, and this will be evaluated later.

JLC questioned the fact that the recommendations have not been consulted in the SU string and pointed out that SU level could have advantageously qualified the recommendations. The discussion includes one of the 13 recommendations "to ensure sufficient preparation time for meetings". In addition, PMJ commented that this is an area where there is confidence that local agreements will be made at department level.

TLA noted that the recommendations are good for framing the work and conduct of the department councils' meetings, but that they do not in themselves solve the overall challenges of employee involvement. In this context, there was a discussion of the institutions' own obligation to solve problems if they want it to work in practice. There was a broad consensus on this in committee.

HSU took note of the recommendations.

Re item 5: Discussion of the time for free research

HSU had a thematic discussion on "the time for free research", as the topic has been raised at previous HSU meetings. PMJ initially explained the framework basis, including that freedom of research is set out in section 2(2) of the University Act, and that academic staff have freedom of research within the university's research strategic framework during the time when they are not assigned other tasks, cf. section 14(6) of the University Act.

Among other things, the committee discussed the understanding of the concept of "free research" and pointed out that the topic concerns both time and the organisational framework for immersion. It was also pointed out that the perception of room for manoeuvre for free research can vary across academic environments, job categories and career stages. There may be a special need for attention to younger researchers and researchers in career positions, in relation to time for qualification and advancement in their careers.

The Committee also discussed the fact that the working hours of academic staff may be increasingly characterised by many parallel tasks and short deadlines, which can lead to a fragmented working day and limit opportunities for immersion. In this connection, the importance of division of tasks and continuous alignment of expectations, including in performance appraisals or 1:1 interviews, was pointed out. In addition, it was pointed out that merit criteria and incentive structures can have an impact on the allocation and prioritisation of researchers' time.

In conclusion, it was agreed that the topic can be discussed further on the basis of concrete examples.

Follow-up:

HSU encourages the Joint Consultation and Occupational Health and Safety Committee (FSU) to discuss the topic and provide feedback on the content of their discussions to the HSU secretariat.

Re item 6: Information from the rectorate



Recommendation: It is recommended that HSU take note of the information.

PMJ initially informed about the current status of the ongoing government negotiations on the establishment of a new government, which means that the civil service is taking a wait-and-see approach.

Cf. the written briefing (Appendix A), PMJ informed about applications to AAU's Master's degree programmes.

FH asked how AAU is doing in relation to the admission figures. PMJ then informed about the overall trends, including a decrease in ENG and TECH, but an increase in quota 2 applications in the ENG area, while there is a decrease in the SUND area, e.g. in light of closed degree programmes. It was noted that the development includes a decrease in applications from non-EU countries as a consequence of the "Bangladesh case", while there is an increase in applications from EU countries. AMK noted that it is reassuring that the admission figures can be explained and that AAU is going forward in the expected places and backwards in the expected places.

HSU took note of the briefing.

Re item 7: Employee orientation

Recommendation: It is recommended that HSU take note of the information.

FH informed about forskerportalen.dk, which has been prepared by the Committee for Scientific Work (UBVA), and encouraged people to find out in the portal. FH asked about the status of the "Kopidan agreement", and SLC informed that the negotiation process has been inappropriate, but that the parties are now back at the negotiating table.

FH acknowledged that SK has been appointed acting dean of SSH. In continuation of this, JLC mentioned that some projects are currently put on hold due to this.

After this, all staff representative gave a briefing from their areas. There was a particular focus on the merger of departments and the consequences it may have locally. For example, some departments have not been used to having section heads. These changes can take time, and it is something that concerns the employees.

The staff representative also mentioned that "Future HR and Finance" continues to occupy the staff members minds, because it is something that creates uncertainty. Again, more communication is encouraged, and it is mentioned that the website is not sufficient. The staff representative noted that it is also information if there is nothing new to tell.

To this, SLC commented that work is being done to clarify how the future processes should be structured. Later this week, a meeting will be held with ALF (Administrative Manager Forum), where the initial process considerations will be discussed, among other things. SLC hopes that further communication can be made soon thereafter.

JLC acknowledged the "Memorandum to HSU regarding partial repatriation of special educational support" (Appendix B) and that they had obtained experience from others. SLC commented that there have been many negotiations on partial repatriation of special educational support, which will come into force on 1 January 2027. The take-home has been reduced in scope and finances and we must secure resources for start-up, despite the funds not being allocated until later. Dialogue on transitional financing is still ongoing.

HSU took note of the briefing.

Re item 8: Information from the HSU secretariat

Recommendation: It is recommended that HSU take note of the information.

There were no briefings from the HSU secretariat.

Re item 9: AOB

HSU had no comments under possibly.

Written briefings:

Appendix A: Overall statement of goal fulfilment for Aalborg University's strategic framework contract 2022-2025 of 9 April 2026.

Appendix B: Memorandum to the HSU regarding partial repatriation of special educational support. The HSU took note of the written briefings.