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Minutes of the meeting of the Main Liaison Committee (HSU) on 28 February 2025

Participants: 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), Louiza Bohn Thomsen (LBT), Rikke Dorothea Huulgaard (RDH) and Palle Steen Hansen (PSH).

Unable to attend Per Michael Johansen, Jakob Skovrup Stampe and Klaus Kjær

Other participants: Camilla Skjødt Jakobsen (CSJ) under item 2, Emil Kvist Enggaard (EKE) under item 4 and Mikael Steensen Kristensen (MSK) under item 5.

Item 1. Approval of the agenda

Recommendation: HSU approves the agenda.

HSU approved the agenda.

Re item 2: Approval of procedure for staff adjustments on grounds of the institution's circumstances

Appendix 2.1 Procedure for staff adjustments justified by the institution's circumstances.

Recommendation: HSU approves a new procedure for staff adjustments based on the institution's circumstances.

The staff members wanted the right to be interviewed in connection with advertised positions to be extended to apply to the whole of AAU and not just within their own main academic area. This was approved by the entire committee. Point 8 of the procedure is therefore changed to the effect that employees who have been dismissed due to the institution's circumstances have the right to be interviewed in connection with advertised positions throughout AAU during their notice period if the hiring manager assesses that the employee is formally qualified for the position. The procedure was then approved.

Follow-up:

The HR department ensures that the procedure is exhibited via the AAU handbook and communicated in the organization.

Re item 3: Discussion of proposals for organisation, roles and responsibilities in the implementation of the Master's degree programme



Appendix 3.1 Implementation of the Master's Degree Reform

Recommendation: HSU discusses proposals for organisation, roles and responsibilities in the implementation of the Master's degree reform.

AMK began the item with a brief review of the written material, after which she gave HSU the opportunity to ask questions and make comments on the plan for implementation.

TLA asked about how the broad and relevant involvement described in the material will take place. A working group will be set up for each activity during the reform. In all working groups, it is described how they are to be supported by each faculty. It will therefore be the individual areas that appoint who will sit on the working groups. It is then the role of the participants to gather input from their own area. AMK therefore encouraged that if you do not participate in a working group yourself, find out who does, and pass on all the good inputs you have to the work.

LBT asked about what type of employees should be involved in the working groups. In the composition of the working group, emphasis has been placed on the knowledge that the individual employee must have, and not on the job title, as this can vary from faculty to faculty. It is therefore not specified what type of employees it should be.

FH asked if the deans would say a few words about the local implementation at faculties and departments. In order to work constructively and not use unnecessary resources, it will be the role of the working groups to create the overall framework, e.g. in relation to how a 75 ETCS programme should be composed, for different types of Master's degree programmes for working professionals, etc. Once the framework is in place, it will be dealt with locally by the boards of studies, other forums that work with the studies, as well as the study management and faculty management.

LBT asked about the involvement of the business community. AMK informed that this has not yet been defined. It will be part of the work that is started. It will be especially an important element in the work with especially the working master's but also 75 ECTS programmes and EVU.

HSU did not have any specific proposals for changes to the material, which will be carried forward for consideration by the Executive Board on 5 March 2025.

Re item 4: Evaluation of the annual salary negotiations 2024

Appendix 4.1 Evaluation of the salary negotiations 2024 – Managers

Appendix 4.2 Evaluation of the 2024 pay negotiations – Union representatives

Appendix 4.3 Overview of VIP salary negotiations 2024/2025

Appendix 4.4 Overview of TAP salary negotiations 2024/2025

Recommendation: HSU takes note of the information on the results of the pay negotiations and discusses the evaluation of the annual pay negotiations at AAU.

EKE reviewed the main points of the submitted material and gave the committee the opportunity to provide input to the evaluation. The staff members mentioned a number of technical requests for the salary negotiation solution, which have also been mentioned earlier, and which will be taken into account in the further work. In addition, the employee page mentioned:

TR wants the same information in the pay negotiation solution as the management. Subsequent in-depth comment from HR: TR has access to the same data for the employees they represent. In addition, the salary framework amount is only available to managers.

There is a need for a clear statement regarding whether the increase is calculated with or without pension, as well as a desire for clarification of how we handle the external lecturers in the salary negotiations.



There is a concern that the salary negotiation solution will not be ready for the next salary negotiation, when tests are not to be carried out until June/July, which is over the summer holiday period.

JLC commented that there has been a lot of focus on improving the IT solution, which is also important, but it is equally important to remember the process itself, which also weighs highly in relation to wishes for improvement.

EKE agreed that there has been a lot of focus on IT and the data basis, and that this has meant that there has been less focus on procedural optimizations towards 2024 than necessary and desired. EKE emphasized that the prioritization of data has been necessary, partly due to errors in the data and partly due to vulnerability in relation to previous construction. Therefore, the focus has not only been on the system itself and the user interface, but also on creating data quality and robustness. Towards 2025, the process will be weighted higher than in 2024.

In relation to the process, the staff members had a great desire for transparency, so that everyone knows where we are in the process. Likewise, there must be more focus on the management announcing the results after the negotiation has ended. Both for those who get a salary increase, but also for those who make a recommendation but are not taken into account. It has not been good enough this year. The management agreed that there must be feedback to everyone. LIBS emphasised that it is not the HR department's task, but the local management, and in this connection informed that FS discusses this at AL meetings, and encouraged the deans to also discuss it in their management forums locally at the faculties. HR supports this through clear processes and, among other things, the HR partners also help to draw attention to it in their ongoing collaboration with and advice to departments and FS units. The management side also encouraged TR to poke the managers if they feel that they do not give feedback.

JLC added that there was also a desire for better communication of the overall results, which HSU has also received with the agenda. The request could be salary statistics that the HR department has previously made. In addition, there was also a desire for the tables to show how many percent has been implemented of the wage sum.

Finally, PSH mentioned that we generally negotiate too little. This limits the possibility of retaining good, talented employees when we cannot give them what they are worth. It is important to focus on that part of the process as well.

Follow-up:

The HR department will review all input and take it back to prioritise in relation to the upcoming salary negotiation process.

Re item 5: Information on the status of the work with equality, diversity and inclusion at AAU

Recommendation: The HSU takes note of the briefing.

As part of the annual cycle, the Committee for Gender Equality and Diversity (ULD) reports to the HSU. LHR introduced the item, after which MSK gave a status on diversity, including the composition of employees and a focus on gender in management. In relation to gender, we continue to see that the majority of TAP are women, and that the majority of VIP are men. The trend is that more women are slowly entering the position of VIP in the lower job categories. However, it will take a number of years before we get a more even distribution. LBT called for more focus on maturing women for the VIP positions. There are a number of women in the lower job categories, but they are not included.



Diversity must be ensured through recruitment, among other things. In 2024, work has been done on unproven bias in the recruitment process as well as workshops in unproven bias and cultural intelligence. Here, the focus has been to ensure a more diverse field of applicants. In 2025, the focus will continue to be on the gender composition. In addition, work is being done on a dynamic diversity statistic, which will be displayed in Power BI.

JW asked if there is any experience with making the job advertisements non-diversity-neutral, but instead trying to address them to the gender you want and lack in your composition. LHR commented that this is done in other countries, but that the Rector's College has decided that the Danish universities do not want to do so at this time.

In addition to equality and diversity, ULD also works with inclusion. Inclusion is ensured through organizational culture and work-life balance. The inclusion survey in 2022 and the result of the VIVE report have shown that it is especially international, women and young people who are challenged in terms of inclusion. As the language barrier particularly challenges inclusion, work has been initiated on parallel language use at AAU. In addition, work has been initiated at the individual departments/departments, where they will look at their own challenges and make local action plans based on this. ULD follows up on the local action plans at their upcoming meeting.

In conclusion, there has been a lot of work on sexism and offensive actions, including what an employee, manager, TR, AMR, etc. should do if they become aware of something that is not appropriate. RDH was positive about the efforts that have been made against violations, but requested that there also be some help for situations where the offender and the injured party are both still employed after a case. It can be difficult to get the collaboration up and running again. LHR added that this is precisely an area that we must be careful not to fall between two stools, as specific cases like these hit the working environment section and the management strand.

It is ULD that is responsible for the strategic initiatives, but it is the management's responsibility to implement it locally. LHR informed that the board and others have pointed out that it can be difficult to find material from ULD, and that the knowledge may not be large enough. Therefore, it is not implemented locally. It will therefore be a focus in 2025. RDH added that PLAN has discussed the possibility of extending post-docs by up to one year after the end of parental leave. Several did not know about the possibility at all. It could be interesting to draw some data on how many people actually use this initiative and several similar ones. LBT drew attention to the importance of there being detours out of ULD, e.g. local committees, that can take on the implementation.

PSH suggested that the initiatives be included in the WPA annual cycle, where several of the things are already being discussed and where action plans are already being prepared. LIBS informed that it is already in the pipeline that it must be thought through. In general, it is important that we do not make new initiatives, but think it into the ones we already have.

LBT mentioned terms such as chairman and vice-chairman as low-hanging fruit in terms of being inclusive. MSK informed that work is already underway. More information will be available during the spring.

Re item 6: Information about the work with leadership development at AAU

Recommendation: HSU takes note of the briefing.

LIBS reviewed the submitted material. HSU had no comments on the material.

Re item 7: Discussion of theme and content for HSU and HAMiU joint meeting on 7 May 2025.

Recommendation: HSU discusses possible themes and content for the joint meeting.



On 7 May, the HSU and HAMiU will hold their annual joint meeting. SVE asked for suggestions for the theme and content for the day. The Committee proposed the following:

- Stress and work pressure. In general, the WPA does not look so good. The topic has been discussed before, but there is a desire to go more in-depth and become more specific.
- How does AI affect the future of AAU?
- Crisis preparedness at AAU

FH asked about the pixi version on IT monitoring at AAU, which the HSU has previously discussed. SVE informed that ITS is underway and that HSU will be presented with a draft at the HSU meeting on 29 April 2025.

Follow-up:

The HR department continues to work on the theme and content of the joint meeting and continuously involves the two committees.

Re item 8: Information from the rectorate

Recommendation: HSU takes note of the briefing.

JLC asked what is included in the item "AAU in the security policy agenda", which was discussed at the board meeting on 26 February 2025. AMK informed that there was a broad discussion of safety levels in research at AAU, as well as what this entails. There is therefore a lot of focus on the topic.

SLC informed that the Executive Board has decided to initiate an analysis of HR and Finance tasks in Shared Services and at the departments. The focus is on the processes that run across the organization. It becomes complex, as a lot of employees are included in the analysis. It has therefore been decided to invite an external consultant to help with the work. It is about creating a good knowledge base. The analysis should not show what it should look like, but it should make concrete recommendations. We have some efficiency challenges that we need to solve so that we can use our resources in the best possible way. The first step is to create a project organization and a mandate. Once it has been made, it will be consulted by the faculties and FS. It will then be the faculties and FS who will then decide how consultation will take place locally at their premises. The analysis will take place from April to June, after which the results can hopefully be ready before the summer holidays. There will be a high degree of involvement and openness in the process.

The staff members acknowledged that the process this time will be different from that for the communication area. The decision will be based on knowledge and studies. This is a very good starting point. However, JLC mentioned that even though the set-up is different, the announcement of an analysis of the areas may cause uncertainty. The employees can quickly wonder if it will be the same exercise as in AAU Communication with centralisation.

SLC commented that centralization of the entire administration is not a goal, but that employees must prepare for better joint solutions and more shared service. This was also discussed at the annual management day on 19 November 2024, where the theme was the administration of the future - how do we create a flexible and efficient administration.

LB informed that at the latest HSU meeting, she mentioned that there was a concern among the employees that there should be more centralization. She therefore encouraged the management to inform early if there is something on the way, so that we can take it in advance. That comment was regrettably deleted from the minutes. But even though the above can create uncertainty, it is good that it is communicated openly. Hopefully, it can also eliminate some uncertainty that employees are informed about what is coming rather than in uncertainty.



Re item 9: Information from the staff members

Recommendation: HSU takes note of the information

FH provided an overall briefing from the staff members. An evaluation of the job structure has been initiated. In addition, there is a lot of work underway to submit collective agreement demands. Finally, work will soon begin on local wage negotiations at SSH and EST. TR looks forward to hearing more about the process.

The other employee representatives gave a brief status from their area. All around, the graduate reform was mentioned as an area that takes up a lot of space.

JLC informed about collective agreement requirements from DJØF. In addition to salary and pension, the headlines are flexibility and change of work nature, including especially AI.

PSH also mentioned AI as an area that takes up a lot of space with employees. There is a desire for much more information to be provided about where AAU stands in relation to the use of AI. The university director has mentioned it a couple of times at the New Year's reception and in articles on Update that it is an increased focus, but it is still unclear to the employees how it will affect them. The employees hope there will be more information and joint discussions about how it is something we can be together on. There was a suggestion that people should be invited to a talk, so that those who find it unsafe can become safer, and so that those who are ready for development can have something to run with. It can also be an online presentation.

LBT informed that the Faculty of Health and Medical Sciences has been informed that they are stopping admission to the Bachelor of Physical Education, which has affected the atmosphere. In addition, work is being done to prepare for increased admissions to medical education, which takes a lot of effort.

TLA mentioned that ENG spends a lot of effort applying for a grant from the Villum Foundation.

LB informed that there is a very strong run among TAP. If we do not consider taking more into account TAP work, she predicts that we may have more stress-related illness in the near future.

Re item 10: Information from the HSU secretariat

Recommendation: The HSU takes note of the information

SVE informed that the working group, which was established on the basis of the HSU and HAMiU joint meeting in 2024, has held two follow-up meetings, where the initiatives for better collaboration on the working environment at AAU have been discussed again. It was decided at the HSU meeting on 24 September to ask the working group to look at the material again before it came to the HSU. The working group has now done so, and they expect to have a summary ready for the joint meeting on 7 May 2025.

Re item 11: AOB

RA informed that a working group has now been set up to work on involvement in the department councils. The working group will hold its first meeting at the end of March. The purpose is to make some recommendations. The recommendations will be presented to the HSU, among others.

LIBS informed that a new Deputy Director of ITS has been appointed. Jacob-Steen Madsen will start in the position on 1 April 2025.