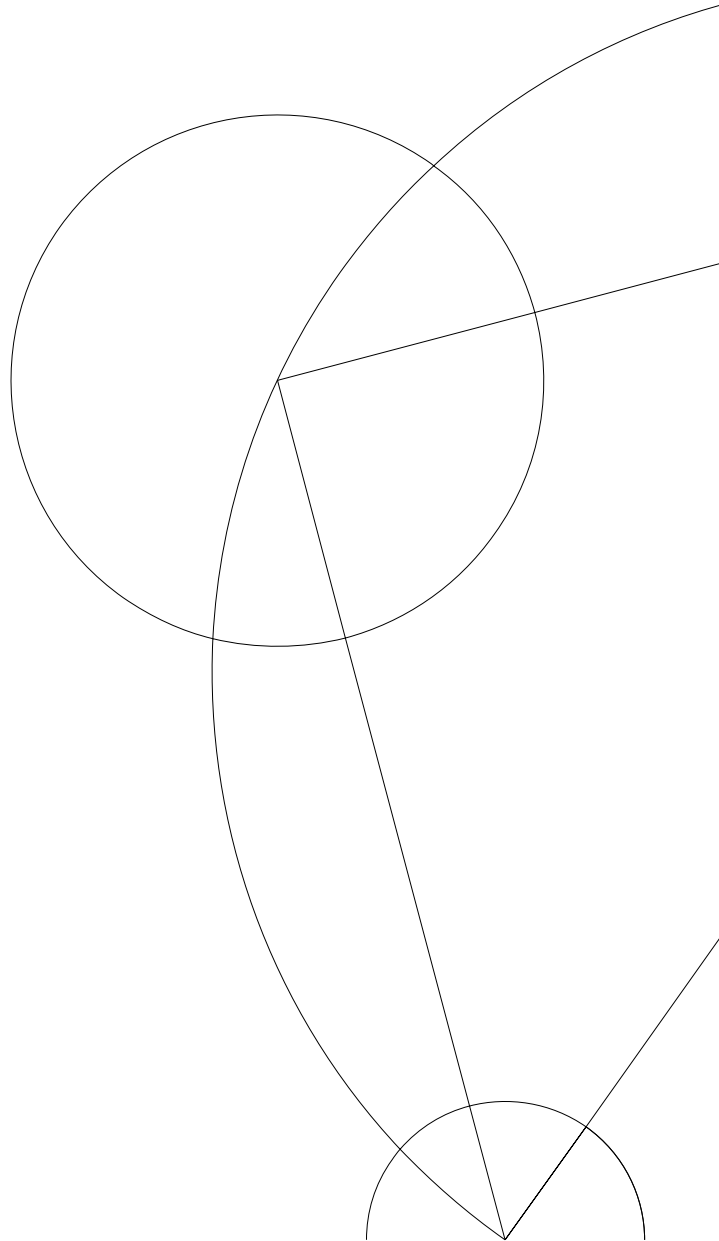




Personnel Policy Handbook

Central Collaboration Committee 2009



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Forward



You are now holding the University of Copenhagen's new general personnel policy. This personnel policy embodies the framework set jointly by management and union representatives on the HSU (Central Coordination Committee) for the University of Copenhagen as a workplace. This substantially meets the objectives of the merger of the three universities.

The policy has now been consolidated in the personnel policy Handbook and consists of three interrelated parts: "Personnel Policy: Basic Principles 2008-2012" and a series of Personnel policy guidelines giving more details of the basic principles applying where management and employees feel specific guidance is required. The fundamental policies and guidelines have been drawn up by the Personnel Policy Committee (PPU) under the aegis of HSU and were adopted by HSU between December 2007 and June 2009.

While it is important to have a written Personnel policy, that is not sufficient in itself. We need to work toward ensuring that it does not become yet another (dusty) publication on the shelf. Our Personnel Policy should seriously prove its value when we put it into practice and comply with it in our daily routines. Regardless of whether you are an employee, manager, union representative or work in HR and personnel administration, we are all responsible for implementing and respecting the Personnel policy and thus for making the University an even better place for everyone to work.

At the same time as adopting the new Personnel policy, HSU has rescinded the previous personnel policy and associated guidelines except for the senior policy and guidelines for input by teaching staff. These will continue to apply until new guidelines have been adopted or some other agreement has been made.

The following HSU and PPU members participated in drawing up the Personnel Policy: Ole Bested, Søren Fransén, Dean Sven Frøkjær, University Director Jørgen Honoré, Dean Steffen Kjeldgaard-Pedersen (Chairman), Poul Erik Krogshave, Gitte Kornum, Ingrid Kryhlmand, Ulla Dahl Lindberg, Joan Lykkeaa, Life HR Manager Marianne Nielsen, Mogens Holst Nissen, Lars Palmgren-Salomonsson, Leif Søndergaard, Dean Troels Østergaard Sørensen, HR Vice Director Niels Balslev Wendelboe. Secretariat services for the committee were undertaken by HR & O's HR Manager Lisbeth Møller and Section Head Ingrid Skovsmose.

This printed edition of the University of Copenhagen's Personnel Policy reflects the fact that the University now has a new common personnel policy. It should be noted however that the currently updated version with the requisite links is to be found at www.personalepolitik.ku.dk – and from 2010, in the Employee Guide on the University intranet. If you have questions about the Personnel policy, feel free to contact HR & O (HR-info@adm.ku.dk), who will answer your questions or pass them on to the relevant body.



Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and



Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

Personnel Policy: Basic Principles 2008-2012



The personnel policy is characterised by respect for the values of the University of Copenhagen (KU) and for the integrity of each individual employee. The staff is the University's most essential resource, and the personnel policy contributes to KU's goal of being one of Europe's leading universities:

- KU is characterised by dedicated and independent employees, visionary, attentive and resolute management and by trusting and loyal cooperation.
- KU attracts and retains the most qualified staff in all areas of employment.
- KU is a sustainable and attractive workplace that offers challenging assignments, a good working environment and civilised manners.

1. Freedom and Co-responsibility

KU protects freedom of speech and research and makes room for creative and professional development of all employees with respect for the entire university community and the University's overall objectives. Each individual employee is involved in and shares the responsibility for the organisation and completion of the work.

2. Qualified Management

KU is led by a professional and highly qualified management with a keen eye for the relation between the development of the University and the well being of its staff. Systematic management development is a high priority.

3. The Balance between Work and Leisure Time

KU aims to organise work so as to achieve a reasonable balance between tasks and working hours and between work and leisure time. The University offers flexible working conditions with due consideration for the requirements of KU and with due respect for the individual employee.

4. Secure Working Conditions

KU is a sustainable and healthy workplace with a working environment that supports each individual employee and creates well being. The University helps employees that are affected by a personal crisis, illness or reduced working capacity.

5. Rewarding Cooperation

KU's staff carries out work in trusting cooperation and may expect that reliable and solid efforts are recognised and appreciated. Well being for everybody is a shared goal.

6. Diversity and Equality

KU appreciates diversity and guarantees equal treatment of all employees within the conditions of employment. The University makes a determined effort to achieve virtual gender equality.

7. Competitive Conditions

At KU, salary and employment conditions make it possible to attract and retain a highly qualified staff at all levels.

8. Continuous Professional Development

KU provides its staff with the opportunity to expand and renew individual qualifications. The University contributes to a good working life and a satisfying career for each individual employee, for example through annual staff performance and development reviews.

9. Focus on Internationalisation

KU creates the framework for researchers and professional environments to reach a high international standard. The University attracts international employees and offers global qualifications including language skills to all employees.

10. On Time Information

KU aims for open and efficient communication at all levels and to keep its staff fully informed about rights and obligations as well as circumstances and decisions that affect the staff's employment and working conditions.

Agreement of implementing the senior bonus scheme at the University of Copenhagen



This agreement has been drawn up pursuant to the Ministry of Finance Circular of 12 December 2008 on Senior and Pre-retirement Schemes. The State Employer's Authority and Danish Central Federation of State Employees' Organisations have also drawn up guidance notes (mid December 2008), "Senior bonus and senior appraisals" and these give a good description of the scheme. The circular and guidance are both available on the HR&O website – www.hr.ku.dk.

With effect from 1 January 2009, University of Copenhagen employees covered by the senior and pre-retirement schemes are entitled to a senior bonus when they meet the age criteria laid down in Appendix 2(2) of the circular. If these had already been met on 1 January 2009, employee entitlement starts on his/her next birthday. The age criteria for the various negotiating areas are shown in Table 1.

Employees on paid leave at the date of entitlement are covered by the scheme. Employees on unpaid leave at the date of entitlement are not covered by the scheme. They will be covered by the scheme when they return from leave.

Senior bonus sums are given in Table 1.

	COII/OC/LC	AC	OAO
% of total salary	2.9%	3.0%	3.2%

The senior bonus depends on an employee's total gross salary at the date of entitlement.

According to Appendix 2A of the circular, employees entitled to the senior bonus have the right to exchange their full senior bonus for an extraordinary pension contribution, or for senior days or a combination of senior bonus, pension contribution and senior days. The number of senior days that employees are entitled to exchange depends on their age and the table below gives the age criteria for this for the various negotiating areas.

Special groups under OAO remit	Age		No. senior days
	Employed under COII/OC/LC & OAO remit	Employed under AC remit	
60	62	64	1 – 4
61 and above	63 and above	65 and above	1 – 6

Please follow the link to the HR&O website for a description of the three areas:

http://hr.ku.dk/vejledninger/personalesektionens_vejledninger_and_forretningsgange/seniorbonus/
and the link to the CFU website at: <http://www.cfu-net.dk/sw680.asp>

Employees and managers can also make an agreement that employees can also exchange their senior bonus for additional senior days. It is recommended that insofar as possible, the wishes of employees to exchange their senior bonus for additional senior days should be met.¹

When assessing employee wishes to exchange their bonus to further senior days, consideration should be given to taking other initiatives aimed at employee retention. This would include a reduction in hours, winding down their job/responsibilities, retention bonus or paid time off (senior free days) in accordance with the other options and provisions of Secs. 2 - 11 of the Circular on Senior and Pre-retirement Schemes.

All applications for senior bonus payments, extraordinary pension contribution payments, senior day exchanges or a combination of these are made by filling in a senior bonus form available from the HR & O website at:

http://hr.ku.dk/vejledninger/personalesektionens_vejledninger_and_forretningsgange/seniorbonus/

Senior bonuses are payable on the first possible salary payment date after an application has been received by the Joint Administration Payroll Office.

In accordance with Appendix 2(4) of the Circular, a senior bonus is payable automatically if within 12 months of gaining entitlement, the employee has not requested payment or an exchange.

Considered and adopted at the General Collaboration Committee meeting on 18 February 2009 and effective from 1 January 2009.



Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and



Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

¹ The University's third core principle on life/work balance states: "The University wishes to ensure that work can be organised so that there is a balance between tasking and working hours, and between work and leisure time. The University offers flexible working conditions that meet the needs of the University while also taking the needs of the individual into account."

Work environment policy at the University of Copenhagen



Introduction

The purpose of the University of Copenhagen's work environment policy is to describe in more detail how the University aims to achieve the overall framework for work environment laid down in the *Personnel Policy: Basic Principles 2008 - 2012*, and how the University is to achieve a sustainable and healthy workplace with a working environment that supports individual employees and creates well being.

Objectives

The objectives for the work environment policy at the University are that:

- All the University's workplaces are to have a healthy, safe working environment in which employees can thrive physically and mentally;
- Work environment is to be integrated in all relevant areas such as in procurement, conversion works for buildings and in new construction, new technology and in structural changes;
- Managers at all levels are to ensure that work environment issues are addressed, among other things by dealing with them on an equal footing with other managerial duties;
- Managers at all levels are to take responsibility for work environment in their departments, among other things by actively addressing work environment issues;
- All employees are to demonstrate a sense of responsibility and alertness and participate in addressing work environment issues and
- To create a framework for work environment issues to be addressed locally.

Action Plan

The Work Environment Council is to draw up a specific activity and action plan as an important tool for ensuring compliance with the work environment policy. The action plan is to remain in force throughout the Work Environment Council's term of office and, within the framework of the work environment policy, is to describe the work environment issues that are to be prioritized and dealt with during its term of office.

The action plan is to be sent out to consultation by the Faculties' Work Environment Committees and the Collaboration Committees to enable them to influence areas of input for the action plan.

The action plan is to be approved by the Work Environment Council and the General Collaboration Committee.

Every quarter, the Work Environment Council is to draw up a status report on the work done in the action plan's areas of input.

Implementing the work environment policy

The means for complying with the work environment policy are that:

- Work environment is to be organized so that it functions effectively and takes into consideration the University's organizational structure in general;
- Responsibility for mental/ well-being work environment issues is to lie with the collaboration committees but the rest of the working environment is to be the responsibility of the work environment organization. Coordination meetings are to be held at all levels;
- Local work environment groups and committees and the collaboration committee are to be the drivers for making the work environment policy function locally;
- Work environment managers associated with the work environment counsel are to be appointed for day-to-day administration at every level;
- All employees are to be informed about relevant work environment issues and are to be motivated to participate in preventative work environment and safety measures;
- Workplace risk assessments are to be done for the mental/well-being and the physical aspects of the working environment at three yearly intervals;
- The results of risk assessments are to be systematically collated so as to prioritize work environment input at every level;
- Best practice is to be introduced into the area of work environment to ensure that internal and external experience is used to generate improvements to the working environment;
- Right from the start of planning, the work environment organization is to be involved so as to assess the work environment impacts of new construction and conversion works;
- Members of the work environment organization are to be given the necessary time and training to comply with the preconditions for attending to work environment duties;
- Liaison Committee members are to be given the necessary time and training when there are not already committee members that have undergone work environment training;
- Special guidelines are to be established for the mental working environment.

Students and work environment

Students are not covered by the work environment policy. The study and teaching environment for the University's students constitutes an area of special focus and various initiatives have been implemented to help ensure the mental and physical well-being of students.

Students have the right to be represented in the work environment organization.

University employees are to ensure that students are properly instructed. Special issues relate to students being taught, or otherwise working, in laboratories as part of their education.

Work environment policy assessment

The work environment policy is to be assessed at the start of the Work Environment Council's term of office, the first time in Q1/2010. Assessment will involve the work environment and collaboration committee organization.

Approval of the work environment policy

The work environment policy was approved by the Work Environment Council on 28 August 2008 and by the General Collaboration Committee on 22 October 2008.



Bjarne Fjalland, formand for AMKU



Ralf Hemmingsen
rektor, formand for HSU



Poul Erik Krogshave
næstformand for HSU

Catering policy for the University of Copenhagen



Introduction

The purpose of the University of Copenhagen catering policy is to demonstrate the University's requirements and positions on University catering services provided to staff, students and external business partners. The policy concerns both the food consumed and dining arrangements.

Principal aim

The University is committed to ensuring that its canteens offer a healthy range of food and beverage options to staff.

The standard and range provided by canteens

- The food shall be freshly and well prepared, nutritious, varied and tasty.
- It shall consist primarily of fresh produce, seasonal dishes and based on a high content of organic ingredients.
- Diners shall at all times be able to choose healthy meal options.

The physical setting for meals taken in the canteens

- The canteens have a social function as a centralised meeting place for staff, and should therefore offer an attractive and inspiring dining environment for all staff.
- The canteens are aware of their position as the service partner to University offices and departments in connection with meetings and luncheons held with external participants.
- Disposable drinkware, plates and utensils may be used when food is taken out of the canteen but should be avoided when meals are taken in the canteen.

Physical setting for meals taken at places of work

- Meals shall be storable and consumed in satisfactorily hygienic conditions
- There must be suitable kitchen facilities and appliances (e.g. fridge and ideally microwave and dishwasher).
- A satisfactory physical setting shall be provided in which staff may eat food brought from the canteen/packed lunches. Any lunch room or common room in which food is consumed shall thus be fit for this purpose.

Pricing policy

The pricing scheme shall be transparent and the prices affordable so that everyone can put together and buy a healthy meal.

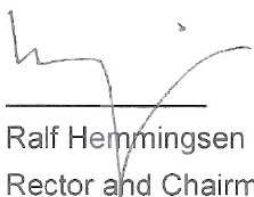
Working conditions

- Work in the canteens shall demonstrate a high standard of hygiene with correct procedures in conformity with statutory and other rules regarding preparation, serving and hygiene in the production and handling of food articles.
- Canteen staff shall be provided with satisfactory and safe working conditions and opportunities for taking supplementary training.

Further guidelines

The canteens are expected to achieve the Danish Veterinary and Food Administration's "Goals for healthy canteen operations".

Adopted at the ordinary meeting of the General Collaboration Committee on 10 December 2008 and effective as of 1 January 2009.



Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and



Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

General Collaboration Committee guidelines on breach of contract and dismissal



1. Background and purpose

Grundprincipper for personalepolitik 2008 – 2012 (Personnel Policy: Basic Principles 2008 – 2012) emphasises that the University of Copenhagen is distinguished by its dedicated and independent staff, its visionary, receptive and decisive management and its trusting inter-staff relations.

In instances where problems do, however, arise in the employer-employee relationship, management and the member of staff concerned have a mutual obligation to resolve those problems jointly and through dialogue. Consequently, the emphasis is on dealing with any problems at the earliest possible stage.

The University of Copenhagen expects that unacceptable actions will result in an oral reprimand at the earliest possible stage and as the immediate response to any contravention. It is likewise expected that the member of staff will have the opportunity to rectify any unsatisfactory conduct unless the matter at issue qualifies as an extraordinary situation calling for (summary) dismissal.

The purpose of the present guidelines is to establish secure terms of employment by setting out the frameworks for dealing with any breach of contract which it has not been possible to remedy by dialogue in the first instance. The guidelines are intended to ensure that any sanctions do not come as a surprise to the member of staff. As a rule, a written warning must be issued before dismissal proceedings are initiated. At the earliest possible stage the employee should be urged to retain the assistance of his or her union representative or other union rights adviser.

The guidelines are applicable to all positions of employment at the University, irrespective of the type of positions and the duties they entail. However, special rules apply to employees with the status of public servants and to union representatives et alia; see Sections 5 and 7.

2. Legal basis

In dealing with cases of breach of contract, the University must comply with applicable rules, including Danish employment law and case law, together with the Public Administration Act and principles of administrative law.

Assessment as to whether a breach of contract has been committed will be based on many years of legal usage, and assessment of whether a given action is to be construed as a breach of contract will consequently be based on an objective opinion.

The Public Administration Act, for example, stipulates that a hearing must be conducted before a decision may be made in a given case, and that the employer has a duty to give reasons for its decisions. In addition, there are a number of principles of administrative law which are expected to be observed in dismissal proceedings.

- there must be no unmerited direct or indirect discrimination (*Principle of Non-Discrimination*)

- there must be a reasonable balance between the events that took place and the outcome of the case (*Proportionality Principle*)
- in discretionary decision making, no rules must be established to preclude the power to make decisions on a case-by-case basis rather than on the basis of customary practice (*Abuse of Discretion*)
- no irrelevant considerations or subjective criteria may be applied (*Misuse of Powers*)
- the employee shall be consulted, kept informed and advised as to his legal status, and the procedure must not be prolonged unnecessarily. Decisions should be notified directly through official channels (*Code of good practice in public administration*)
- the responsibility for ensuring that all the requisite information for resolving the matter at issue rests, as a rule, with the authority concerned (*Inquisitorial Principle*)

3. Types of formal disciplinary action

Depending on the nature of the breach of contract, one of the following types of disciplinary action will be taken in cases of breach of contract:

- Oral reprimand
- First written warning
- Final written warning
- Dismissal

A first written warning may be issued without a prior oral reprimand.

A final written warning may be issued without a first written warning depending on the severity of the misconduct. It is customary to issue a warning before dismissing an employee, but this is decided on a case-by-case basis.

In exceptional cases, the employee may be summarily dismissed.

Formal requirements:

Oral reprimand

There are no formal requirements for delivering an oral reprimand. The oral reprimand shall state precisely what Management is dissatisfied with, and the employee shall be given the opportunity to comment. The employee should be urged to retain the assistance of his or her union representative or other employee rights adviser.

First written warning, final written warning, (summary) dismissal

Prior to any decision to take formal disciplinary action, the employee shall be formally consulted in a disciplinary hearing and given the opportunity to comment on the grounds for his or her conduct; see the provisions of the Public Administration Act. In the supporting documents for the disciplinary hearing, Management shall

- describe the unacceptable conduct as comprehensively as possible
- explain why the conduct is unacceptable
- indicate precisely how Management requires the work to be performed/employee's conduct to be altered

- make it clear what the consequences will be if the employee fails to respond to the disciplinary action
- urge the employee to retain the assistance of his or her union representative or other employee rights adviser.

As soon as a decision has been made, it must be notified in writing.

Specifics of disciplinary action

The primary object of disciplinary action in the form of a reprimand and warnings is to give the employee the opportunity to rectify (permanently) the matters at issue. In connection with the issuance of a first or final written warning, a decision must be made as to whether the sanction is limited in time. This must be notified to the employee in writing. The general principle may be applied that the more gross the misconduct, the longer the disciplinary measure can be attributed significance, but the decision will be made on a case-by-case basis.

In the case of a reprimand or warning, a follow-up procedure must be agreed to ensure continuous dialogue between Management and the employee and which facilitates consensus on whether the matters at issue have been rectified.

4. The role of Management, including delegation

The Rector is responsible for day-to-day management of the University; see the Universities Act. All other University Management tasks are performed by order of the Rector. The [overview in Appendix 1](#) illustrates how managerial competency may be delegated.

5. The role of the union representative

In cases of breach of contract, Management will urge the employee from the earliest possible stage to retain the assistance of his or her union representative or other employee rights adviser. From that point on, it is up to the employee to involve the union representative. The employee can also opt to retain the assistance of others.

Management has a special obligation to notify the union representative of any impending employee dismissal. Before informing the employee of the proposed dismissal, Management informs the union representative so that the employee has the possibility of involving the union representative.

6. Special rules for public servants

[Chapters 4 and 5 of the Public Servants Act](#)² lay down special rules regarding disciplinary action and dismissal. When disciplinary action is to proceed in accordance with the rules of the Public Servants Act, the rules set out in the present guidelines are not applicable. Any decision concerning suspension, the launch of an official inquiry, the appointment of a lead inquirer, the imposition of disciplinary penalties and the bringing of any action for libel under the provisions of the Public Servants Act will be made by the Rector, while a decision concerning dismissal will be made by the Ministry of Science, Technology and Innovation upon the recommendation of the Rector. Contact the human resources section for advice on specific instances.

² Link: <https://www.retsinformation.dk/Forms/R0710.aspx?id=5654>


7. Special procedure for employees with representative offices

The agreement on union representatives prescribes special procedures and terms of notice in any process to dismiss formally elected union representatives. This protection applies to the combined representative of a number of different union representatives (senior union representative); deputy senior union representatives, members of the Collaboration Committee (union representatives); deputy members of the Collaboration Committee (union representatives); health and safety representatives and union representatives who serve on the University Board. Contact the human resources section for advice on specific instances.

8. Validity and termination

These guidelines shall come into effect upon their adoption by the General Collaboration Committee. They may be revoked in accordance with the rules set out in the Collaboration Committee Circular, according to which each of the parties has the right to revoke adopted guidelines at three months' notice. Before revocation, the Collaboration committee must endeavour to amend the existing guidelines in a manner that satisfies the parties represented on the Committee.

Considered and adopted at the General Collaboration Committee meeting on 22 October 2008.



Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and



Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

Guidelines for CCTV surveillance and use of logfiles for electronic access



1. Background and purpose

These guidelines apply to employees and students and specify when and how CCTV surveillance or the use of logfiles can be used at the University. The University wishes to point out that this in no way indicates a desire for general surveillance of employees, students or visitors.

2. Dealing with CCTV recordings, logfiles, etc.

- a) If electronic access control, including CCTV surveillance or logfiles, are introduced to prevent or identify criminal activity, data processing must be notified to the Data Inspectorate in accordance with current regulations.³
- b) Management are to ensure that material cannot come into the possession of a third party.
- c) Sound must not be recorded as part of CCTV surveillance unless the employees/students concerned have consented to this.

Reference is also made to legislation in this area, including the Prohibition of CCTV Surveillance Act, Personal Data Act, Penal Code, any contractual commitments and the rules set by the Data Inspectorate.

3. When and where CCTV surveillance and logfiles may be used

3.1 CCTV surveillance

- a) CCTV surveillance may only be undertaken subject to an objective, pre-determined purpose, cf. Sec. 6.
- b) CCTV surveillance may only be undertaken if there are serious reasons for making this type of surveillance. Only in exceptional circumstances can individual cases of theft, vandalism, harassment or the like justify the introduction of CCTV surveillance.
- c) CCTV recordings, etc., must not be used for other personal identification purposes than those stated.
- d) CCTV surveillance or other access control must not be offensive or cause unnecessary inconvenience to employees and students.
- e) CCTV surveillance is not to be used to check on the performance or working hours of personnel or the time they arrive at work.

³ Processing shall be taken to mean "any operation or series of operations with or without the use of electronic data processing to which data is subjected." S. 2 Personal Data Processing Act.

3.2 Logfiles

- a) Logfiles for use in access control must only be used for their designated purpose which would normally be to record incoming and outgoing traffic in a building. Such logfiles may be used where criminal conduct is suspected and on suspicion of contravention of the guidelines for access to buildings.
- b) If logfiles are to be used for example for counting the number of people moving around the University's buildings, counting and publication of figures must be anonymised.
- c) CCTV surveillance is not to be used to check on employees' performance, their working hours or the time they arrive at work.

4. Notification and signage for CCTV surveillance

- a) Signage or other information must clearly state that CCTV surveillance is in progress and where this is happening.
- b) Where CCTV surveillance is being done in places where only employees and specially authorised students have access, the requirement for information may be complied with by informing those concerned in writing. Proof of receipt is to be retained. Routines are to be set up to ensure that new employees and new students are duly informed.
- c) The signage/information must reflect the area actually under surveillance.
- d) Only the police can implement CCTV surveillance without prior signage or information to employees and students in accordance with the *Prohibition of CCTV Surveillance Act*.⁴

5. Managers' role

Ultimate responsibility for CCTV surveillance and the use of logfiles at the University rests with management.

The manager of the area in which there are plans to introduce CCTV surveillance or logfiles is to involve the coordination committee and ensure that the committee gets the information it needs (see below). If management subsequently decides to introduce control systems as previously notified, the employees /students affected are to be duly informed before implementation.

The manager is to ensure that material cannot come into the possession of a third party.

6. Role of the Coordination and Work Environment Counsel

The relevant coordination committee and work environment counsel are to be consulted when there is a plan to introduce CCTV surveillance or logfiles or when there are changes to location or use. In very special instances, CCTV surveillance or logfiles may be used without prior discussion by the coordination/work environment counsels and without notifying employees for students. This would be on suspicion of the law being broken which could lead to the police being involved and where unless surveillance were immediately started, the opportunity for identification would be lost. It should be noted however that only the police can undertake CTV surveillance without prior signage, etc., cf. Sec 4d. In such a situation, an union representative such as the deputy chairman of the coordination committee, or a union representative for the group of employees concerned, is to be involved. If CCTV surveillance or logfiles are introduced where there is access for students, the matter is further

⁴ Act 1190 of 11/10 2007 [Statutory Instrument on the CCTV Surveillance Act](https://www.retsinformation.dk/Forms/R0710.aspx?id=105112&exp=1) (<https://www.retsinformation.dk/Forms/R0710.aspx?id=105112&exp=1>)

to be discussed with student representatives in the work environment counsel, or if there is none, with student representatives on the Academic Council. The coordination committee and the work environment counsel, students and employees affected must in any event be notified when the specific surveillance has been completed.

The manager must give details of the following for use in discussions with the coordination /work environment counsels:

- a) The whole purpose of CCTV surveillance and/or logfiles.
- b) Who has the right to review the material and the circumstances in which this will be done, such as by way of random sampling, on definite suspicion or something else.
- c) The extent to which employees and students are entitled to access data about themselves and have the right to object and to complain for example to the Data Inspectorate.
- d) A plan for how present and future employees and students are to be informed of surveillance and the conditions under which this would happen, including how long data/recordings are to be kept.
- e) The situations in which material might be passed to the police.

7. Validity and termination

The guidelines shall take effect on adoption by HSU.

Termination must comply with the rules in the coordination committee's circular according to which either of the parties can give three months notice of termination of the established guidelines. Before termination, the coordination committee is to endeavour to amend the present guidelines so as to make them satisfactory for the parties in the coordination committee.

Considered and adopted at the HSU meeting on 24 June 2009.



Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and



Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

Representatives of the students whom it is assumed would be involved if the guidelines were to be significantly amended have signed up to the guidelines.

Other references:

Relevant provisions in the Personal Data Processing Act and the Penal Code. Link to the Personal Data Processing Act: <https://www.retsinformation.dk/Forms/R0710.aspx?id=828>

Link to the Penal Code: <https://www.retsinformation.dk/Forms/R0710.aspx?id=113401>

Any contractual commitments and the rules laid down by the [Data Inspectorate](#)

Guidelines for dealing with written complaints about employees



1. Background and purpose

The fundamental principles for the Personnel Policy 2008 – 2012 emphasize that the University makes its mark by way of committed, independent employees, farsighted, listening and decisive management and by safe working conditions and trustworthy collegial collaboration.

Situations may arise in which an employee, student or an external party may find cause to complain about the official conduct of a University employee.

The aim of the guidelines is to set the framework for dealing with such complaints. The guidelines are intended to ensure that complaints are dealt with as quickly as possible in deference to the complainant and the employee being complained about.

The greatest possible discretion is to be exercised when dealing with complaints in deference to both parties.

2. Target group

The guidelines apply to all employees at the University regardless of the nature of their employment, source of funding and the area they work in.

3. Complaints process

Complaints in writing are to be submitted to the manager who deals with employment, i.e. Head of Department, Dean, Vice Director, cf. guidelines for the Rector's delegation of managerial duties. However, complaints about part-time teachers and complaints about the conduct of teaching should be submitted to the Head of Studies, cf. Sec 4.

Fundamentally, all complaints are to be dealt with in accordance with these guidelines. However, managers may reject complaints that they find obviously unjustified and/or trivial.

When complaints are made orally, the complainant will normally be asked to submit a written complaint if an official reaction to the complaint is required.

When a written complaint has been received, the manager is to immediately notify the employee who is the subject of the complaint of the identity of the complainant, and is also to make him/her aware of the possibility of assistance from a union representative or other third party during further resolution of the complaint.

A deadline is to be set within which the employee who is subject to the complaint has the option of making a statement. If the statement is made orally, the minutes of the conversation are to be written up and submitted to the person making the statement for approval.

If reference is made in a complaint to issues that are unlawful or where it is otherwise felt that the matter should be reported to the police, the manager must immediately report this to the Rector.

4. Special factors applying to complaints about teaching

Complaints about the conduct of teaching staff

Permanent teaching staff

Complaints are to be submitted to the Head of Department.

Part-time teaching staff

Complaints are to be submitted to the Head of Studies.

If the complaint relates to several departments, the process is to be coordinated by the Head of Studies who received the complaint.

Complaints about teaching

Complaints for example about teaching performance or about guidance are to be submitted to the Head of Studies who will involve the Heads of Department concerned.

If the complaint relates to several study areas, the Head of Department is to provide the necessary coordination for resolution of the matter, including possibly asking for statements/reports and may then deal with the complaint him/herself.

If several departments are responsible for teaching a certain subject, and if a complaint thus refers to teaching staff from various departments, the case is to be sent to the Dean who may decide either to deal with the matter him/herself or to authorize one of the Heads of Studies or departments to do so.

If the Head of Studies or Department feels that in addition to teaching, the complaint also relates to the conduct of one or more teaching staff, that part of the complaint shall be dealt with by the Head of Department or Head of Studies as described above.

5. Rejected complaints

If the manager finds on the basis of a statement made by the person being complained about that the complaint is to be rejected, or if the matter is otherwise such that it would not give rise to actual disciplinary sanctions, the employee concerned, any union representative involved and the complainant are to be notified accordingly.

It is not subsequently possible to include a complaint in any new complaints or the like made against the person concerned unless this relates to repetition within a short period of time.

6. Complaints that raise questions of breach of employment contract

If the manager finds that the complaint is so serious that the employee being complained about might have breached his/her contract of employment, the case is to be dealt with in accordance with SU guidelines for dealing with breach of employment contract and involuntary dismissal.

The manager is to notify the complainant accordingly.

7. Role of union representatives

In cases of complaint, managers are to encourage employees to seek assistance from a union representative or other assessor. After this, it is up to the employee to involve the union representative or professional organization. Employees may also choose to obtain the assistance of another third party.

8. Validity and termination

The guidelines take effect on adoption by HSU.

Termination must comply with the rules in the coordination committee's circular according to which either of the parties can give three months notice of termination of the established guidelines. Before termination, the coordination committee is to endeavour to amend the present guidelines so as to make them satisfactory for the parties in the coordination committee.

Considered and adopted at the HSU meeting on 24 June 2009.



Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and



Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

Guidelines for employee involvement in bids and tenders



1. Background and purpose

The University's policy on bids and tenders sets general principles and the framework for the University's approach to bids and tenders for work that has previously been done internally. The regulatory basis for tendering policy, etc., is referred to in the section below as the legal basis.

The regulatory basis provides that in certain areas, departments may themselves establish specific guidelines, among other things for the involvement of employees in bids and tenders. The aim of this appendix to the tendering policy is accordingly to set specific guidelines for employee involvement in bids and tenders for works where there are not already specific rules and guidelines in the regulatory basis.

2. Regulatory basis

The regulatory basis for how departments draw up bids and tenders is set forth with references as below. Two guidelines give more extensive and general descriptions of the tendering process: State Employer's Authority and CFU's *Guidance on employee influence and terms for tendering* describes how employees can be involved in the tendering process. The guidance also describes the various circulars, circular guidelines and agreements that constitute the regulatory basis. The Ministry of Finance guidance *Efficient tasking in the State sector* describes the interrelationship with the government's modernisation programme from 2003.

At the date for approval of these guidelines, the overall regulatory basis comprised the following.

- Efficient tasking in the State sector, Ministry of Finance 8 October 2003
- State Employer's Authority and CFU Guidance on employee influence and terms for tendering, November 2004
- Ministry of Finance Circular 159 of 17 December 2002 on tendering and undertaking State sector operational and construction works
- Ministry of Finance guidance on Circular 159 of 17 December 2002 (VEJ No. 9020 of 17 February 2003)
- Agreement of collaboration and Coordination Committees in state sector companies and institutions and guidance thereon, May 2008
- Order on the legal status of employees in company takeovers, Ministry of Employment, 20 August 2002.

3. The University's responsibilities

The University's responsibility associated with bids and tenders is to ensure that:

- There is always an overall reasoned plan for the areas that are to be put out to tender and the timescale, including when pre-tendering studies are to be implemented
- Employees and the relevant coordination committees are involved as early as possible in the pre-tender phase so as to determine the requirements for undertaking the process
- Throughout the entire process, management involve the employees in the unit affected by tendering. This means the time from drawing up the proposed timetable, throughout the entire analytical process, in the decision-making phase and the process of drawing up tender documentation and the framework for reassigning employees if it is decided that works should be put out to tender
- In-house bids are to be made where appropriate. Tender documentation must show if in-house bids are to be made and employees must have been duly informed
- Employees have the necessary skill-sets for making in-house bids, and that resources for external assistance have been allocated and/or discussions have been held with employees on achieving better solutions for the current situation
- During the term of the contract (although no less than 1½ years) external contractors must be able to demonstrate compliance with the University of Copenhagen's personnel policies, including specifically compliance with the mental and physical working environment policies
- A contract is drawn up (an internal collaboration agreement) on undertaking the works in-house in accordance with the University's in-house bid if the latter has been chosen.

4. Role of Coordination Committees

HSU (General Collaboration Committee) is to discuss and approve the tender policy and the guidance, guidelines and plans made pursuant to the policy. HSU's role is thus to discuss general issues and guidelines and possibly make decisions on these. Local coordination committees are to discuss and make decisions on specific tenders, including setting up working groups to draw up tender documentation and to prepare in-house bids, and also for any steering groups.

HSU has set up a team to monitor bids and tenders and this is to be included in discussions on bids and tenders policy so as to ensure that personnel policy issues are taken into account.

5. Role of union representatives

Union representatives are to participate in discussions and decisions in the various coordination committees and possibly in working, project and steering groups. The rules provide for complete separation between the personnel participating in working, project and steering groups for a specific tender and those drawing up in-house bids for the same works.

6. Validity and termination

The guidelines take effect on adoption by HSU.

Termination must comply with the rules in the coordination committee's circular according to which either of the parties can give three months notice of termination of the established guidelines. Before termination, the coordination committee is to endeavour to amend the present guidelines so as to make them satisfactory for the parties in the coordination committee.

Considered and adopted at the HSU meeting on 24 June 2009.



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and



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Guidelines for employee performance and development reviews at the University of Copenhagen



At its meeting on 21 June 2007, the General Collaboration Committee (HSU) decided that performance and development reviews for all staff at the University of Copenhagen (UC) will be compulsory.

This means that every manager responsible for personnel management in a given unit⁵ is responsible for conducting performance and development reviews with all members of the unit's staff. The interview with the individual member of staff can either be conducted by the appropriate manager himself or herself, or, on the instructions of the latter, by a member of middle management (see below re: delegation). Each member of staff has a duty to take part in performance and development reviews.

See below for guidelines and recommendations for how this decision should be implemented in practice within the individual units (i.e. sections, departments).⁶

Form and framework for performance and development reviews

Performance and development reviews are the responsibility of the manager who has the formal competence, e.g. a head of department or operations.

Managers with a large number of staff may delegate responsibility for performance and development reviews to relevant members of middle management, for example administrators or area/section managers. See also the comments to the University Act 17 (2): "The head of department can appoint deputy heads of departments and research managers, and it would be appropriate for the head of department to delegate management tasks to them."

If the task is delegated, the manager must determine the scope of the powers granted with the task, e.g. questions regarding financial and managerial powers in relation to the relevant staff. A possible delegation and its proposed scope must be discussed by management in the local cooperation committee (this discussion must be based on a written proposal).

In general, it is assumed that all faculties, departments, sections and other units establish an organisational structure for the individual units that ensures that the general personnel policy, including policy regarding performance and development reviews, is implemented in an appropriate fashion and complies with all current rules and agreements.

A precondition for the proper conduct of and follow-up on performance and development reviews is that the manager allocates the necessary time for both the preparation and the actual interview, and also that the manager, through ongoing contact with the member of staff, has sufficient insight into the latter's work.

⁵ Department, faculty office, section etc.

⁶ Concerning the involvement of the local consultation committee:
http://www.samarbejdssekretariatet.dk/rammer_for_su/publications_in_english/

A properly conducted performance and development review presupposes an open and confidential dialogue between the manager and the member of staff. In conjunction with the formulation of development plans, the parties agree to what extent information about parts of the interview may be passed on to other parties. The material regarding the interview is not covered by rules on access to inspect files.

The manager who conducts the performance and development review must:

- have sufficient knowledge of the unit's work and objectives for the next year, and have insight into the development plans of the employee concerned
- have the necessary knowledge of the funding available for the unit in the coming year, in order to evaluate whether it is realistic to meet specific requests for competence development. The unit manager is responsible for decisions about initiating competence development
- note any requests for competence development in collaboration with the member of staff. If more in-depth consideration is needed after the interview, the member of staff's request can be submitted to the manager at a later date. Only once all performance and development reviews in the unit have been held will it be possible to assess the extent to which the requests can be met
- make sure that the interview ends with the completion of a development plan, thereby documenting that the manager and member of staff agree about the coming year's development objectives for the individual member of staff, see point 3⁷
- both the manager and the individual member of staff are responsible for engaging actively and constructively in the performance and development review process. Both parties also have a duty to make sure that the development objectives are achieved, and that the competence-development activities undertaken are followed up on.⁸

Reporting back to the General Collaboration Committee

Every year, the General Collaboration Committee follows up on the competence-development activities at UC, including performance and development reviews. See *Appendix 1 to the agreement between the Minister of Finance and CFU 2008*, p.7:

" The General Collaboration Committee must carry out an annual evaluation of the performance of the workplace in terms of competence development, including the use of performance and development reviews".

A report is submitted once a year on the basis of discussions in local departmental and faculty consultation committees regarding the number of performance and development reviews, as well as competence-development activities. On this basis, an overall report is prepared that is discussed by the General Collaboration Committee.

⁷ See also *Circular about competence development agreements 2005 4 (2)*: www.dk/12209/017-05.pdf.

⁸ cf. *Circular about appointment about competence development 2005 4 (5) and (6)*: www.dk/12209/017-05.pdf.

Help with performance and development reviews

PUMA, a section under the department of HR & Organisational Development, offers inspiration and sparring sessions for managers who have to hold performance and development reviews.

A performance and development-review concept may be downloaded from PUMA's website. PUMA also offers performance and development review courses and inspiration meetings. Contact PUMA on: puma-info@adm.ku.dk.

Validity and termination

These guidelines will come into force once they are adopted by the General Collaboration Committee, and will be regularly evaluated by the Staff Competence Committee on the basis of experiences gathered.

Termination must be in accordance with rules stipulated in the circular on cooperation committees, according to which each of the parties is entitled to terminate fixed guidelines with three months' notice. Prior to termination, the consultation committee must have made attempts to amend the guidelines in a way considered satisfactory by the parties on the committee.

Approved by the General Collaboration Committee (HSU), 9 April 2008



Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and



Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

Guidelines for involving personnel in organizational changes



1. Background and purpose

The University of Copenhagen emphasizes the importance of safe working conditions in a good working environment that provides the flexibility for professional development and involves individual employees in the way their work is organized.

Organizational changes may mean there is the need to reassign employees to other duties. In such cases, the University stresses the importance of keeping employees fully briefed on issues and decisions that relate to their employment, work and careers.

2. Target group

The guidelines apply to all employees of the University regardless of the nature of their employment, source of funding and the area they work in.

3. Managers' role

The manager is responsible for informing and involving the employees concerned at such an early stage that they have the opportunity to take a new situation into consideration, to provide their reactions and make proposals for dealing with their future duties.

Notice in accordance with the appropriate rules may need to be given for major and significant job changes. Decisions should follow a specific assessment by the manager. Giving notice of changes is also up to management.

4. Role of the coordination committee

If there are to be organisational changes which lead to significant changes in the duties of several employees, the coordination committee is to discuss the changes and the process before a decision is made on implementation.

5. Validity and termination

The guidelines take effect on adoption by the General Collaboration Committee (HSU).

Termination must comply with the rules in the coordination committee's circular according to which either of the parties can give three months notice of termination of the established guidelines. Before termination, the coordination committee is to endeavour to amend the present guidelines so as to make them satisfactory for the parties in the coordination committee.

Considered and adopted at the HSU meeting on 24 June 2009.



Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and



Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

Guidelines for sidelines/outside interests



1. Background and purpose

The University of Copenhagen enjoys great respect amongst the public as an independent research institution. This reputation is ensured amongst other things by transparency about the University's operations. The University feels it is very important for employees to stay in touch with the local community and supports their active participation in transferring knowledge for the benefit of society and for them to benefit from the experience they gain from contact with the rest of the community.

The University's requirement for sidelines/outside interests that are to be notified is to ensure that there is no question about conflicts of interest or esteem in the position of employees at the University. Further, the University wishes to protect the reputation of employees in the community and to specify the legal status with respect to sidelines/outside interests.

The guidelines are not intended to restrict the right to outside interests unnecessarily but the University feels that it is an advantage for the University as well as employees for there to be openness about employees' sidelines and outside interests. This is ensured by way of standard notification of sidelines/outside interests.

2. Who is covered by the guidelines?

The guidelines apply to all employees whose primary employment is at the University.

3. Definition of sidelines/outside interests

Sidelines/outside interests mean professional employment that is not anchored in the University. Professional employment is taken to mean employment in an employee's work area in the broad sense. Examples might be as follows:

- Employment in another public or private company, including self-employment.
- Membership of the board of directors and/or management in commercial enterprises or foundations
- Duties on commissions, committees or expert groups
- Long-term teaching commitments at other institutions
- Consultancy/advisory services for private or public companies.

4. Notification and approval of sidelines/outside interests⁹

It is up to employees to report sidelines/outside interests and they are also responsible for consulting with their line manager if there is any doubt about whether these are notifiable or not.

Prior notification of sidelines/outside interests is made on a special form to the Dean or other delegated manager as early as possible in advance of taking up a sideline/outside interest.

The following will be considered in deciding whether prior approval can be granted:

- Whether because of the sideline/outside interests the employee can retain his/her position at the University
- Whether the sideline is in competition with the University's operations
- Whether the sideline is compatible with the reputation and trust required for employment at the University.

Employees are to be informed if prior approval cannot be granted. They can then not take up the sideline/outside interest concerned whilst employed at the University. If an employee does not agree with the view taken by a line manager, the matter may be referred to the line manager's immediate superior. The employee may also notify his/her union representative.

New employees who have a sideline or outside interests must be briefed on the guidelines as part of the employment for their consideration and an agreement must be made so that any requirement to terminate a sideline or outside interest is known before they start work.

Sidelines/outside interests based on confidential insights acquired as part of employment at the University are not permitted.

The notification form will be retained on the employee's personal file.

5. Honorary positions, civic/leisure duties and financial interests

Employees holding honorary or civic positions are required to provide details to their line manager who can then take appropriate action in the knowledge of the extent of these and for example can appoint temporary staff or amend teaching schedules.

Duties involving leisure-style interests are not considered sidelines irrespective of whether they are paid or not. If duties affect the employee's employment at the University for example because of their extent or timing, they should be notified in accordance with the rules on notifying sidelines/outside interests. An employee's significant financial interest in other companies should similarly be notified.

¹ In the public sector, notification is required for certain types of sideline /outside interest. This requirement affects certain senior officials on salary grades 38 and above, who are intending to take up duties as members of the board of a commercial limited liability company, limited liability partnership, etc.

6. Validity and termination

The guidelines take effect on adoption by the General Collaboration Committee (HSU).

Termination must comply with the rules in the coordination committee's circular according to which either of the parties can give three months notice of termination of the established guidelines. Before termination, the coordination committee is to endeavour to amend the present guidelines so as to make them satisfactory for the parties in the coordination committee.

Considered and adopted at the HSU meeting on 27 May 2009.



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Rector and Chairman of the
General Collaboration Committee

and



Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

Notification of sidelines/outside interests as per the University's guidelines

Name:	CPR No.:
Dept/Admin.:	Position:
<p><i>The following types of sideline/outside interest are required to be pre-approved by a line manager:</i></p> <ol style="list-style-type: none"> 1. Employment in another official or private company, including self-employment. 2. Membership of the board of directors/management in commercial enterprises or foundations. 3. Duties for commissions, committees or expert groups. 4. Long-term teaching commitments at other institutions. 5. Consultancy/advisory services for private or public companies. 	
I am taking on the sideline(s)/outside interest(s) below:	Start date:
Is this a paid position? No Yes (Amounts not to be stated)	
<p>The employee states as follows:</p> <ol style="list-style-type: none"> 1. I shall still with the notified sidelines/outside interests be able to fully attend to my duties at the University. 2. My sidelines/outside interests represent no conflict of interest for my position at the University. 3. My sidelines/outside interests are not in competition with the University's operations. 4. I agree to this notification being held on my personal file at HR. 	
Date:	Signature:

The above sideline(s)/Outside interest(s) have been reported to:

Rector/Dean

Head of Department/Faculty Director

Date _____

Date _____

Guidelines for skills development



1. Background and purpose

Skills development is a core component of the University of Copenhagen's personnel policy.

All managers and employees at the University of Copenhagen must have the opportunity to maintain and develop their personal and professional skills in line with the needs of the workplace and general trends in the labour market. One precondition for this is for the right frameworks to be in place for individual and organisational teaching and training and it is also a precondition that greatest use is made of individual employees' resources in their day-to-day work.

Skills development at the University is to be taken to mean work done so as to develop an employee's professional and personal competencies with respect to their present jobs or future potential jobs. Skills development may for example be by way of on-the-job training, rotation schemes, training /further education /courses, participation in projects, etc.

Skills development needs to be both strategic and systematic. Strategic, in that skills development must be in line with the University's overall goals and strategies; and systematic in that skills development is an organized, ongoing process.

Continuity training and further education

Continuity training and further education of employees is an important part of skills development and is a precondition for work at the University being done in a timely and efficient way.

Continuity training and further education also help to ensure that employees:

- Strengthen their professional competencies and quality awareness
- Can do good, well-qualified work
- Can adapt to changes in existing and new tasking
- Can master new technology
- Understand the interaction between various work areas and organizational units.

Management and employees need to constantly work together to ensure that the need for continuity training and further education is met. Tools for this include employee appraisals and individual development plans (see guidelines at http://personalepolitik.ku.dk/pph/dok/MUS_guidelines.pdf/).

Job rotation/internal mobility

Job rotation/internal mobility also form part of skills development since this can raise the awareness of individual employees of the University's multifaceted tasking and can thus increase flexibility and the ability to make changes.

Job rotation may be done within an individual workplace and within the University's various units in joint administration, faculties, departments, operating areas, etc.

2. Role of managers and employees

Managers and employees are to act in conjunction in achieving agreed development targets and in taking the initiative for skills development activities throughout their entire employment at the University.

3. Role of Coordination Committees

HSU lays down the principles and guidelines for overall job and skills development activities at the University on the basis of an assessment of the University's strategic goals and employees' needs for strategic skills development.

HSU's role is also to lay down guidelines for holding employee appraisals and associated senior agreements.

HSU also discusses the principles for organizing systematic education /training planning and the need for implementing development activities for all groups of employees.

Local coordination committees are tasked with ensuring the coherence of skills and job development.

Coordination committees at all levels are to make annual assessments of workplace activities in skills development, including how well employee appraisals are working.

4. Validity and termination

The guidelines take effect on adoption by HSU (General Collaboration Committee).

Termination must comply with the rules in the coordination committee's circular according to which either of the parties can give three months notice of termination of the established guidelines. Before termination, the coordination committee is to endeavour to amend the present guidelines so as to make them satisfactory for the parties in the coordination committee.

Considered and adopted at the HSU meeting on 24 June 2009.



Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and



Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

Guidelines for working conditions for pregnant employees



1. Background and purpose

Pregnant employees must have good safe working conditions at the University. The University emphasizes the importance of creating a working environment with flexible working conditions that meets the University's requirements whilst also taking account of the individual so that pregnant women can maintain a healthy, normal working day without risk to themselves or the unborn child. The University also wishes to prevent sick leave associated with pregnancy.

It is important to investigate the working conditions of pregnant women and how their work is organized because even relatively small changes can help prevent pregnant women reporting sick and thus help in keeping them at work.

2. Employees' responsibility

Employees are required to report their pregnancy to their line manager at least three months before the baby is due. It is recommended, however, that laboratory staff especially, and those doing a lot of heavy lifting, notify their manager as soon as pregnancy is confirmed. Working with certain chemicals and substances and work involving a lot of heavy lifting can damage the unborn child even at a very early stage in pregnancy. It can thus be important for special consideration to be given to women as soon as they know they are pregnant.

Pregnant women should also be aware that during the course of their pregnancy, issues might arise which make it necessary to draw up or revise a special work schedule.

3. Managers' responsibility

The line manager is to help make it a natural thing for pregnant women to report their pregnancy (possibly in confidence) at an early stage. As soon as a manager hears that an employee is pregnant, he/she should take the initiative to have a discussion with the pregnant woman (possibly with the participation of a representative of the local work environment team). During this, there should be a specific assessment of the pregnant woman's working conditions and duties. These might for example involve:

- Working with chemical and biological substances and materials
- Working with animals
- Heavy lifting
- Working positions, for example how much work is done sitting, walking or standing

- The scope and organisation of work, including the volume of work, working hours and general organization.

If necessary, an individual work schedule is to be drawn up for the pregnant woman and her work schedule should be routinely adjusted if required. If there are duties that she cannot undertake without risk, she should insofar as possible be reassigned to other duties.

In very special instances where it is not possible to organize work so that it entails no risk to the pregnant woman, she should be released from her current duties. If it is not possible to find other duties, the University should release her from all duties.

In order to provide protection against indirect chemical, radioactive and biological agents, it may be necessary to move a pregnant woman to another physical location if work is being done in the current environment with substances or materials that increase the risk to her or her unborn child.

4. Co-workers' responsibility

Co-workers are expected to show understanding for the need for pregnant staff to work less and that there may be certain types of work that they cannot do for a period of time.

5. Role of the Work environment counsel

The work environment counsels at the University of Copenhagen are responsible for assessing whether special issues such as organizing work or work processes in the area covered by the committee make it necessary to draw up supplementary, location-specific guidelines for the working conditions of pregnant women.

6. Validity and termination

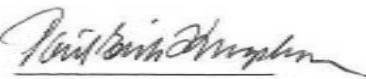
The guidelines take effect on adoption by the Work Environment Council and HSU (General Collaboration Committee).


Termination must comply with the rules in the coordination committee's circular according to which either of the parties can give three months notice of termination of the established guidelines. Before termination, the coordination committee is to endeavour to amend the present guidelines so as to make them satisfactory for the parties in the coordination committee.

Considered and adopted at the HSU meeting on 24 June 2009

Considered and adopted at the Work Environment Council meeting on 25 June 2009


Ralf Hemmingsen
rektor, formand for HSU


Poul Erik Krogshave
næstformand for HSU


Mogens Flønsted Jensen
Formand for Arbejdsmiljørådet

Appendix to guidelines for pregnant employees' working conditions

This appendix includes a series of examples of issues that may be significant for the working environment of pregnant women. For more detailed information, please refer to Danish Working Environment Authority Guidance No. A.1.8. of January 2009 on working environments for pregnant and breast feeding mothers. The guidance is available at the Authority's website - www.at.dk

Physical impacts

Ionising radiation (e.g. alpha, beta and gamma radiation). Pregnant women must not be exposed to radiation exceeding 1 mSv p.a.

Extreme cold/heat, such as working in a greenhouse in summer can be very difficult for pregnant women and should be either limited or completely avoided.

Heavy lifting is best avoided throughout pregnancy. From the 13th week of pregnancy, pregnant women must not lift more than 10-12 kg under optimum lifting conditions (in front of the body, between mid-thigh and elbow height, easily manageable load with stable footing). The maximum lift falls from the 20-25th week of pregnancy to 5-6 kg due to the increased distance to the load.

Work involving lengthy standing and walking must be organized from the fourth month of pregnancy so that a pregnant woman can switch between sitting, standing or walking when working.

Pulling and pushing can be difficult for a pregnant woman and during the last half of pregnancy, should be done as little as possible.

Breaks. It must be possible for a pregnant woman to hold short breaks during the working day as required.

Biological/Infectious effects

When working with **laboratory animals and cats**, a blood test must be carried out on a pregnant woman to see if she has antibodies to toxoplasmosis. If this is not so, she must not work with laboratory animals and cats.

Avoid working with **birds** due to the danger of ornithosis (psittacosis)

Avoid working with **biological agents** (bacteria, viruses, amniotic fluids, etc.) that are especially dangerous for pregnant women if this cannot be done without them.

Chemical impacts

Use the Kemibrug chemicals portal to review the substances and materials that pregnant women work with and assess whether changes should be made to a pregnant woman's work routines if she uses substances or materials and/or whether there are substances and materials which she must not work with, if her work cannot be done without affecting her. Special attention should be paid here to working with substances marked with the risk phrases below:

- R39: Danger of very serious irreversible effects
- R40: Possible risk of irreversible effects
- R45: May cause cancer
- R46: May cause heritable genetic damage
- R48: Danger of serious damage to health by prolonged exposure

- R49: May cause cancer by inhalation
- R60: May impair fertility
- R61: May cause harm to the unborn child
- R62: Possible risk of impaired fertility
- R63: Possible risk of harm to the unborn child.
- R64: May cause harm to breast-fed babies
- R68: Possible risks of irreversible effects

Working with the above in powder form and with volatile substances should be avoided. Substances and materials marked with other risk phrases may have effects to which the unborn child's cells may be sensitive. So a specific assessment must also be made when a pregnant woman is working with or is exposed to the following substances and materials:

- Substances that affect hormones
- Volatile substances and organic solvents
- Pesticides/herbicides
- Heavy metals
- Anaesthetic gases
- Suffocating gases.

Guidelines on monitoring of and access to electronic mail and the Internet at the University of Copenhagen



The guidelines shall guarantee integrity, confidentiality and accessibility and provide safeguards against unauthorised access. The guidelines must not be obstructive to work performed by the University's system administrators. The following guidelines apply:

- No unauthorised party shall gain access to the electronic mail of individual employees
- Continuous monitoring of the content of communication and logging of whom an employee corresponds with are not permitted. The place of employment must not monitor searches or any other use of the Internet by an employee. In case of suspected usage of the Internet that might harm the reputation of the University, monitoring is however permitted, in which event a union representative must be involved
- For communication over the Internet, sensitive and confidential data must be protected, e.g. by encryption
- The place of employment does not in principle have the right to seek to gain knowledge of the contents of electronic mail to and from employees. The place of employment may however examine the contents of an employee's electronic mail in any instance where it is able to account for why official or technical concerns patently take precedence over the confidentiality principle. Other exceptions may be made, e.g. at the request of the survivors of a deceased employee
- A system administrator may never examine an employee's electronic mail on his or her own. If, for technical reasons, it is necessary for a system administrator to examine a current employee's electronic mail, that examination shall, where feasible, be performed in the presence of the affected employee and his or her union representative. Any examination of electronic mail by system administrators is subject to the provisions of the Public Administration Act on confidentiality
- A decision to obtain access to an employee's electronic mail may be made solely by the Rector, Pro-Rector, Dean or University Director. The employee and his or her union representative shall be notified in writing of such a decision immediately
- Where the place of employment under due observance of the foregoing guidelines obtains access to an employee's electronic mail, it is a precondition that (a) the place of employment has certain knowledge that electronic mail has been sent or received which is required for use before the employee returns to work, and (b) the place of employment has failed in its attempts to get in touch with the employee to request that he or she forward the electronic mail to those requiring it.

With regard to the retention and registration of electronic mail, see the University of Copenhagen's instructions concerning mail and the recording of data (<http://www.ku.dk/regel/1/0617.html>). See also

the outcome of the talks between the Ministry of Finance and the Danish Central Federation of State Employees' Organisations (CFU), 2008, Schedule I,

<http://www.perst.dk/db/filarkiv/14807/Bilagssamling.pdf>

These guidelines shall come into effect upon their adoption by the General Collaboration Committee (HSU) and shall be renegotiated not later than 3 years from the date of original adoption.

They may be revoked in accordance with the rules set out in the Collaboration Committee Circular, according to which each of the parties has the right to revoke adopted guidelines at three months' notice. Before revocation, the Collaboration Committee must endeavour to amend the existing guidelines in a manner that is satisfactory to the parties represented on the Committee.

Considered and adopted at the General Collaboration Committee meeting on 22 October 2008 and effective as of 1 January 2009.



Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and



Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

Guidelines on recruitment and appointments at the University of Copenhagen



1. Background and purpose

The University wishes to attract and retain the best qualified individuals – nationally and internationally – in all areas of employment.

A successful recruitment process requires that the University is perceived as an attractive workplace among potential applicants, and that the recruitment process is characterised by best practices in terms of both content and speed. The purpose of the present guidelines is to establish the frameworks for the recruitment process at the University and for its involvement of union representatives.

The recruitment process must signal that the University values diversity and is an equal opportunities employer within the criteria of a given appointment. Appointments are made on competitive terms, and the University ensures that the duties entailed by the position may be organised so as to strike a balance between work commitments and working hours and between work and leisure.

2. Target group

For purposes of employment, the University of Copenhagen constitutes a single entity, such that the present guidelines are applicable to all appointments at the University, regardless of the form of employment, how it is financed and the duties it entails. Where special conditions apply to academic or technical and administrative (T&A) staff, respectively, this will be stated explicitly in Section 4.

3. The role of Management, including delegation

The Rector is responsible for day-to-day management of the University; see the Universities Act. All other University Management tasks are performed under the authority of the Rector. The overview illustrates how managerial competency may be delegated.

4. Recruitment process

The appointment of new staff is a logical consequence of executive staff planning based on the workplace's current staff mix, finances, anticipated volume of future commitments and research and training requirements. The executive staff planning is discussed within the Collaboration Committee at least once a year in connection with budget talks.

The recruitment process at the University shall be characterised by best practices and rapid selection and administrative procedures. In order to ensure that the process is swift and efficient, Management will draw up a time and process schedule for filling a vacant position.

Where headhunting/recruitment agencies are used, the University requires that eligible candidates of both sexes are found for each position. In connection with executive recruitments via

headhunting/recruitment agencies, both sexes must be represented and each sex shall as a minimum represent 1/3 of the candidates.

All positions at the University are normally filled following advertisement as stipulated by the Executive Order on Appointment Notices.

The procedures for appointment to academic positions are set out in the Executive Order on Academic Appointments and the University of Copenhagen's own supplementary guidelines. Procedures for appointments to certain executive/senior positions are set out in 'Recruitment Policy for Management'.

T&A positions are normally filled following advertisement but may, where clearly justified, be filled without advertisement for a term of up to one year. For such non-advertised appointments, the pay grade will be negotiated with the union representative prior to any final appointment decision.

If an employee who was originally appointed to a non-advertised position seeks appointment to a permanent position, the position must then be advertised and filled according to the customary procedure; see below.

Appointment notices/job advertisements

Management is responsible for producing the appointment notice/job advertisement. As soon as a position becomes vacant, Management will decide if it is to be filled as it is, or whether the job content is to be changed. Management consults relevant members of staff. Management also gives consideration to how recruitment to the position will best comply with the fundamental principle of the University's commitment to diversity and equal opportunities. This entails, for example, that appointment notices and job advertisements must be formulated to achieve the broadest possible appeal.

The notice/advertisement should as a rule contain information about job contents, qualification requirements, collective agreement(s), blanket agreement ¹⁰, pay grade, format of applications, evaluation procedure and the closing date for applications. T&A appointment notices/job advertisements must be submitted for commentary by the union representative prior to publication.

Selection of applicants

Job interviews will be held before any position is filled at the University. At least one round of interviews must be held for each position, and the University recommends that these be supplemented by further rounds.

Interviews are conducted by an appointment committee consisting of representatives of Management and employees who will be affected by the appointment. The appointment committee should as far as possible be composed of both female and male representatives.

For appointments to T&A positions, an appointment committee will also be established. This committee is composed of representatives selected by Management and employees who will be affected by the appointment, and its purpose is to conduct interviews with selected applicants and make recommendations to Management concerning appointment to the position. The appointment committee may assist in drawing up appointment notices/job advertisements.

In supplement to the appointment committee's interviews, separate interviews may be conducted by Management alone.

¹⁰ An appointment notice must state the collective agreement and relevant blanket (sector-wide) agreement if it is comprised by the "Blanket agreement between the Ministry of Finance and Organisations of Public Employees - State Sector Enterprises and Institutions (Danish abbreviation: "OAO-S-fællesoverenskomsten").

Rejected applications received in response to an appointment notice/job advertisement cannot as a rule be used for filling a different position. If this is desirable, the applicant must give his or her express consent.

Supplementary activities

In supplement to interviews, the University recommends that references be obtained (this requires the applicant's consent; see the Act on Processing of Personal Data)

(<http://www.datatilsynet.dk/english/the-act-on-processing-of-personal-data/>). In addition, tests may be conducted, together with trial lectures.

Salary negotiations

Once Management has decided whom it wishes to appoint, the applicant will be notified. The next step is salary/wage negotiations; see Wage Policy for the University of Copenhagen. The negotiations should as a rule have been concluded before the successful applicant takes up the appointment and it is recommended that they be concluded before the applicant accepts the offer of employment.

Employment contracts

Under current legislation, the employment contract must be issued not later than one month after the employee has commenced employment. A copy of the contract must be sent to the union representative/trade union.

Introduction of the new employee

Part of a successful recruitment process is the welcome given to the new employee. The unit is required to plan an introduction process covering the organisation of the workplace, the physical surroundings, colleagues, work procedures and duties and responsibilities. In planning the introduction for the new employee, those members of staff whom the new employee will be dealing with daily should be involved.

5. Probationary period

Employment at the University of Copenhagen normally entails a 3-month probationary period, and this must be stated on the employment contract. In the case of a new, uninterrupted appointment under the same collective agreement elsewhere at the University, a probationary period will not be required.

6. Limited tenure


The University uses both limited-tenure and unlimited-tenure appointments. The University will refrain from using time-limited tenure where there is no obvious justification for time-limited tenure (see also Section 4).

7. Validity and termination

The present guidelines are effective as of 1 January 2009.

They may be revoked in accordance with the rules set out in General Collaboration Committee (HSU) Circular, according to which each of the parties has the right to revoke adopted guidelines at three months' notice. Before revocation, HSU must endeavour to amend the existing guidelines in a manner that is satisfactory to the parties represented on the Committee.

Considered and adopted at the HSU meeting on 10 December 2008.



Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and



Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

Guidelines on sickness absences



1. How the University deals with sickness absences

The University of Copenhagen is supportive of employees affected by a personal crisis, illness or reduced capacity for work, and is proactive in its efforts to prevent sickness absences attributable to workplace conditions. The University will make every effort to prevent an employee from having to withdraw from working life due to illness or a reduced capacity for work.

Responsibility for occupational disease prevention rests with Local Management in cooperation with staff. The University records institution-wide sickness absences by means of quarterly reporting. Maintaining open and trusting dialogue on work environment and work-related health disorders is essential. In the case of frequent or extended sickness absences, the employee's absences will be followed up through dialogue and cooperation with the employee concerned.

Each individual workplace is required to establish administrative procedures for certification of sickness absences (by self-certification and medical certificate) and to inform all employees of these procedures.

2. Individual sickness absences

The practice of following up on sickness absences should reflect supportiveness towards the affected employee, a commitment to remedying problems at the workplace and offering assistance to enable employees to return to work as quickly and as smoothly as possible.

2.1 Absence/contact interviews

The aim of an absence/contact interview is to establish dialogue between the workplace and the employee on how to resolve any problems that might be associated with the sickness absence. It must be emphasised that the employer is not permitted to request information concerning the exact nature of an employee's illness, but solely as to any functional impairment and the expected duration of the illness.

The interviews are intended to serve to reduce sickness absences at the University and to prevent employees from withdrawing from working life due to ill health. It is important for the interviews to be based on mutual respect.

The employee will be requested to attend the interview at at least a week's notice, and responsibility for arranging absence interviews rests with the employee's immediate superior unless otherwise agreed. When an employee is requested to attend an interview, the request will set out the reasons and agenda for the interview, and who else will be present. The request will be enclosed with a record of the employee's absences. If the employee is unable to attend the interview at the proposed time, the employee must notify this as soon as possible so the interview can be rescheduled.

In the case of written requests to attend a sickness absence interview, the employee will be advised that the union representative will receive a copy of the request to attend interview. If the employee does not wish the union representative to receive a copy, the University must be notified within three days. An employee who is to attend an absence interview is permitted to bring an adviser to sit in on the interview, e.g. the union representative. A transcript will be produced of the interview. University employees may at any point in time request an absence interview concerning their own illness.

2.1.1 Absence interviews in the case of frequent sickness absences

Any employee who has had several short periods of absence (amounting to a total of 10 days of sick leave or 4 (self-)certified sickness absences over the last 6 months) will usually be requested to attend an absence interview by their superior and at least one week's notice. If the working environment is identified as a contributory cause of the sickness absences, the immediate superior and staff member will jointly draw up an action plan for improvements to the physical and psycho-social working environment for that particular member of staff in order to reduce the level of sickness absences. Arranging a follow-up interview will be a logical step.

2.1.2 Contact interviews in the case of extended sickness absences

If an employee has been absent due to sickness for more than 14 consecutive calendar days, he or she will be invited to attend an interview. The aim is to give the workplace an opportunity to make the best possible arrangements for the employee's return to work.

In the case of sick leave that is expected to extend over a long period of time, the workplace will normally, after no more than 4 weeks and at a week's notice, request the employee to attend an interview to discuss the situation.

As part of the interview, the immediate superior and staff member will draw up a concrete action plan. The contents of this will vary depending on the individual staff member's situation, the nature and extent of the illness/incapacity and the employee's duties at the workplace.

The plan may involve

- a temporary or permanent reduction in working time
- job rotation/internal change of job
- changes to the employee's workplace fixtures and organisation
- reassignment to other duties
- partial sick leave
- § 56 scheme for persons with a chronic illness under which the employer receives a reimbursement from the first day of absence
- transition to a "fleksjob" position¹¹
- re-training.

It is crucial for both the immediate superior and the staff member to assume joint responsibility for both decisions and solutions.

The member of staff may opt to involve his or her union representative or an adviser to assist with solutions/proposing new agreements.

¹¹ See procedures for transition to a "fleksjob" position (subsidised position for people with partial work capacities)¹¹

2.1.3 Exceptions

Employees who suffer from a chronic and/or extended illness and who have informed their immediate superior of this can arrange with the manager for absence interviews to be held according to a special schedule to fit in with any course of treatment.

If the manager and employee arrange to reschedule the interview to a later date, this should be recorded in a memo to be kept in the staff folder.

Employees who are prevented from attending a contact/absence interview due to their illness must notify this to their workplace.

2.2 Partial sick leave

Health problems may mean that an employee has difficulty discharging his or her duties to the fullest extent for a period of time. He or she then has the option of taking partial sick leave for a period of time rather than taking full-time sick leave.

The workplace and the employee may agree on a gradual return to work arranged so that the volume and extent of duties are matched to what the employee can cope with. The agreement might concern how many daily or weekly hours the employee should return to, how quickly the number of hours should be increased and the length of time this increase in hours is to be spread over.

3. Prevention of work-related absences

It is vital to continually seek to prevent sickness absences. The main effort should be made at local level by creating a workplace that promotes employee welfare in a sound physical and psycho-social working environment.

Every three years, the University of Copenhagen conducts the statutory Workplace Assessment to measure occupational welfare and well being among its employees. In connection with the Workplace Assessment, the actual level of sickness absences will be assessed, and any link between sickness absences and employee welfare and well being will be recorded. Responsibility for following up on problems in the psycho-social working environment is lodged with the Collaboration Committee. The Work Environment and Safety Committee is responsible for following up on other outcomes of the Workplace Assessment.

4. The role of Management and staff

Management is responsible for creating a sound working environment that counteracts work-related sickness absences. Management is also responsible for ensuring that the procedures for (self-) certifying sickness absences are effective, and for recording sickness absences. Management is required to monitor sickness absences in the unit, and to act swiftly in response to any undesirable trends. Staff and Management must seek to deal with problems jointly as they arise, including excessive sickness absences at the workplace.

The University is supportive of employees affected by illnesses or personal crises and will seek to assist the employee in resolving any occupational problems these situations might entail. The employee is expected to engage actively in dialogue with the workplace on possible solutions.

5. The role of the Collaboration Committee

The Collaboration Committee is responsible for systematic follow-up on the statutory Workplace Assessment, will discuss work environment and sickness absences on an ongoing basis, and will also draw up concrete action plans for the psycho-social working environment. Any initiatives and measures will be coordinated with the Work Environment and Safety Committee. The General Collaboration Committee (HSU) reviews statistics on institution-wide sickness absences every quarter.

6. The role of the union representative

The University's union representatives participate actively in occupational disease prevention efforts and are involved in creating a setting conducive to health and safety at the workplace. Reducing the level of sickness absences in units where the level is registered as excessively high is part of this commitment area.

The union representative plays a key role in individual instances of sickness absence and will be involved in concrete measures to remedy problems at the workplace.

In the case of written requests to attend a sickness absence interview, the employee will be advised that the union representative will receive a copy of the request to attend interview. If the employee does not wish the union representative to receive a copy, the University must be notified within three days. The employee will arrange with the union representative if he or she is to sit in on the meeting.

7. Validity and termination

The present guidelines are effective as of 1 January 2009.

They may be revoked in accordance with the rules set out in the Collaboration Committee Circular, according to which each of the parties has the right to revoke adopted guidelines at three months' notice. Prior to any revocation, the Collaboration Committee shall endeavour to amend the existing guidelines in a manner that satisfies the parties represented on the Committee.

Considered and adopted at the General Collaboration Committee (HSU) meeting on 10 December 2008.



Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and



Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

Guidelines on the psycho-social working environment, including work-related stress and workplace bullying



The present guidelines are intended to promote sound working conditions and good working relations at the University of Copenhagen.

The University of Copenhagen is characterised by a climate of mutual respect among staff and students in performance of the various work functions and across the University.

A positive psycho-social working environment is conducive to high-level performance and attainment, and also serves to promote the University of Copenhagen as an attractive place to work and study.

Maintaining a positive psycho-social working environment and minimising work-related stress require that all members of staff have the opportunity to make the most of their skills and abilities, have influence on and joint responsibility for organising their own work and good opportunities for personal and professional development, all of which promote well being.

1. Interpersonal relations

The University regards workplace bullying¹², sexual harassment and abuse of any kind – verbal, electronic¹³, physical, mental – as unacceptable.

Ensuring that a positive psycho-social working environment prevails at the workplace is a joint task. This is achieved by everyone engaging actively in dialogue to get tasks done, which is conducive to a constructive climate of cooperation. To that end, responsiveness and helpfulness towards others are important preconditions.

2. Dealing with workplace bullying

Both Management and colleagues have a responsibility for taking action if they come across any incident of workplace bullying or harassment. If a member of staff falls victim to bullying or harassment, they should report the matter to their immediate superior and/or an union representative, both of whom have a duty to take such reports seriously. The union representative, work environment

¹² Definition of workplace bullying In the context of the workplace, bullying is where an employee – regularly and over time – is the victim of unpleasant, demeaning or hurtful treatment at the hands of one or more individuals to the extent that the employee finds it difficult to put up any defence. Teasing, which is perceived by both parties as good-natured or as an isolated conflict, does not come under the definition of workplace bullying.

¹³ Electronic harassment is a working environment problem. Suggestions from the Danish Central Federation of State Employees' Organisations (CFU) and the State Employers' Authority on how to deal with this are available here http://www.cfu-net.dk/graphics/StK/nyheder/Nyheder/Elektroniskchikane-de_gode_raad.pdf (only in Danish)

& safety representative and/or the immediate superior may participate at meetings between the parties.

3. Dealing with work-related stress

As soon as any symptoms of work-related stress are observed, the underlying causes must be swiftly identified so that the problem can be resolved for the individual staff member and staff collectively.

3.1 Management's responsibility in relation to work-related stress

Management is responsible for preventing stress by clearly delineating roles and responsibilities and ensuring good planning and organisation of the work in the interests of striking the right balance between duties and time, competencies and resources. Management should be aware of the importance of providing constructive feedback to employees and of recognising their achievements.

In the case of members of staff who show signs of being under stress, Management must assume responsibility for taking care of them by seeking jointly with them to organise their duties to make the work more accommodating. Management must also advise members of staff of the possibility of receiving psycho-social crisis counselling.

In cases of stress, Management will need to ascertain if the problem is isolated and limited, or symptomatic of a general problem within the unit. Management shall also ensure that the duties of any member of staff suffering from stress are carried out in such a way that any burden on colleagues is kept to a minimum.

3.2 Staff responsibilities in preventing work-related stress

Staff are required to demonstrate a sympathetic and respectful attitude to each other and to be supportive of their colleagues.

3.3 The individual staff member's responsibility for dealing with work-related stress

It is the responsibility of individual members of staff to plan and organise their work in consultation with their immediate superior in order to ensure that priorities and overview of the unit's work are maintained. Individual members of staff should be clear about the part they themselves play in avoiding stress. Staff should be aware of the importance of turning away work if this threatens to disrupt the balance between workload and time, competencies and resources.

4. Resources available

The necessary human and financial resources must be allocated to activities to promote a sound psycho-social working environment.

The University offers [psycho-social crisis counselling](http://arbejdsmiljo.ku.dk/psykisk_arbejdsmiljo/raadgivning/english/)¹⁴ services for staff affected by crises and who are in need of assistance.

¹⁴ Link: http://arbejdsmiljo.ku.dk/psykisk_arbejdsmiljo/raadgivning/english/

5. The role of the Collaboration Committee

The Collaboration Committees at the University of Copenhagen are responsible for matters concerning the psycho-social working environment, including the task of drawing up action plans based on mental health workplace assessments.

Considered and adopted at the General Collaboration Committee meeting on 10 December 2008 and effective as of 1 January 2009.



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Guidelines on traineeships, apprenticeships and placements/internships



1. University of Copenhagen vocational/technical training programmes

The purpose of these guidelines is to emphasise:

- that the University regards it as a duty to society to offer education and training programmes of a high professional standard and recognises its social responsibility in its recruitment of trainees, apprentices and students to placements/interns (hereinafter "trainees"), including mature (age 18+) trainees, who, although more costly in terms of pay, offer the advantage that they possess greater life experience which can be put to use in the traineeship
- that the University is to be perceived by potential applicants as an attractive and stimulating workplace offering vocational training to a high professional standard
- that the University's trainee policy is regarded as a component of its human resources policy and as such as integral to the University's general recruitment and retention strategy
- that the University recruits trainees with a view to employee succession.

2. Many different traineeships

Staff intending to offer an individual traineeship are recommended to look up the three websites given below to familiarise themselves with the different requirements for the different types of traineeship and planning of the programme.

<http://www.perst.dk/db/filarkiv/13589/Brochuretaenelev.pdf>

www.uvm.dk (website of the Danish Ministry of Education; some material in Danish)

www.elevplan.dk (in Danish only)

3. Determine capacity for offering a traineeship

Any unit within the University intending to offer a traineeship must determine whether it will be in a position to assign the necessary staff resources to ensure proper training. The following checklist should be used:

- What will be the learning value of a traineeship in our unit (skills, duties)?
- How do we ensure that the trainee obtains the maximum vocational benefit from ongoing tasks/duties in our unit?
- For each trainee, do we have two staff members qualified to cover the same level of vocational/technical training?

Units intending to offer traineeships should bear in mind that they require accreditation in advance as an educational/training centre (different requirements for different categories of vocational placement).

An education/training programme must be drawn up to describe the traineeship offered for each trainee; the relevant vocational/technical school must approve the plan, which must be drawn up according to the current rules in force on the provision of traineeships/placements (check under each category for the individual requirements).

If it is found that the educational/training centre is not generally applying the latest methods in that particular field of education/training, Management must ensure that it will be possible for the trainee to receive instruction in application of those methods, e.g. through courses at other training centres (split scheme).

What workplace requirements are made from us as a vocational/technical training provider?

- that adherence to the training programme is monitored continually
- that the trainee will not be unsupervised
- that the trainee receives training and instruction in safe performance of the trainee tasks
- that we are able to give the trainee sufficient skills in the trade or profession so that, on completion, he or she will be capable of independently performing the usual tasks within all the main disciplines of the trade or profession.

4. The role of Management

Management is responsible for appointing a training programme supervisor,¹⁵ who will most naturally be from the same employment group as the trainee the unit is proposing to take on.

Management is also required to sign a training agreement (in most instances this functions both as the employment contract and enrolment with the relevant vocational/technical school).

Management and the training programme supervisor are then jointly responsible for ensuring:

- effective supervision of the trainee's work
- that the trainee receives training and instruction in safe performance of the work
- that the trainee is not left to work alone, i.e. without supervision from a colleague
- that the trainee is not given overtime work
- that the trainee is familiarised with any health and safety hazards.

5. The role of staff

Staff, including the training programme supervisor, must be consulted in determining whether the unit will be in a position to allocate the necessary staff resources to the traineeship/placement and must be involved throughout the recruitment process by assisting in writing the recruitment notice and serving on a recruitment panel. It is important that any member of staff appointed as examiner of vocational/technical school examinees also undertakes this role as a means of contributing not only to the examination process but the training programme as a whole.

6. The role of the Collaboration Committee

The Collaboration Committee may issue supplementary guidelines regarding conditions applicable to trainees, e.g. concerning principles and distribution.

¹⁵ Delegation to the training programme supervisor must be done in writing.

7. The role of the union representative

The union representative must be issued with a copy of the education/training programme before the traineeship/placement commences.

8. Validity and termination

These guidelines shall come into effect upon their adoption by the General Collaboration Committee. They may be revoked in accordance with the rules set out in the Collaboration Committee Circular, according to which each of the parties has the right to revoke adopted guidelines at three months' notice. Before revocation, the Collaboration Committee must endeavour to amend the existing guidelines in a manner that satisfies the parties represented on the Committee.

Considered and adopted at the General Collaboration Committee meeting on 22 October 2008 and effective as of 1 January 2009.



Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and



Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

Guidelines on unpaid leave



1. Background and purpose

The University of Copenhagen wishes to see employees enjoy continual professional development, targeted internationalisation and a work/life balance

Unpaid leave may be granted if this would benefit employees' professional development or when so indicated by their serious private commitments.

2. Target group

The guidelines apply to all employees at the University regardless of the nature of the employment, source of funding and the area they work in.

3. Managers' role

Leave is to be granted by the manager in charge of employment. When deciding whether to grant an employee's application for unpaid leave, the manager is to make a specific overall assessment of the situation.

Examples of the criteria that could lead to leave being granted:

- Duties in a company or a research/education institution in Denmark or abroad aimed at enhancing professional and/or teaching qualifications
- Further education
- Attending to private commitments.

4. Duration and return

Leave will not normally be granted in excess of one year. In special cases, employees may apply for leave to be extended.

When returning from leave, employees cannot expect to return to the same area of employment or duties as before their leave.

5. Special rules on leave

Special rules apply for PhD students cf. http://phd.ku.dk/pdf/phd_faelles_regler.pdf

In various circumstances, employees are entitled to leave, such as in connection with births, childcare and civic duties.

6. Validity and termination

The guidelines took effect on 24 June 2009.

Termination must comply with the rules in the coordination committee's circular according to which either of the parties can give three months notice of termination of the established guidelines. Before termination, the coordination committee is to endeavour to amend the present guidelines so as to make them satisfactory for the parties in the coordination committee.

Considered and adopted at the HSU meeting on 24 June 2009.



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Guidelines to employment on special terms (Social Chapter, EU Maastricht Treaty 1991)



1. Background and purpose

The University is focused on the health and welfare of its staff and seeks to prevent work-related injury and occupational burn-out. However, situations may arise in which staff members are no longer able to perform their duties on the standard terms of employment, and in such cases the University will arrange for special measures to allow such staff to remain in employment.

The purpose of the present guidelines is to establish the conditions that must be met for employment on special terms at the University of Copenhagen.

2. Target group

The target group consists both of staff at the University who due to permanently reduced occupational capacity are no longer able to perform the duties they did in the past, and of persons from outside the University who have a documented reduced occupational capacity and who wish to find employment with the University.

3. Employment schemes

A number of national employment schemes have been established under Denmark's social and labour market policies to provide for various target groups, and with varying subsidisation and reimbursement options for the employer.

4. The role of the Collaboration Committees

The Collaboration Committees play a crucial role in fostering social responsibility and inclusion at a place of work.

The Collaboration Committees are responsible for exploring the options for integrating employees who have difficulty (re)integrating in the labour market. In addition, it is recommended that each Collaboration Committee meet annually to discuss the use of employment on special terms, the scope (number of positions that can be filled on special terms), new initiatives etc.

5. The role of University Management

University Management has a special role to play when it comes to promoting a spirit of inclusion, awareness and appreciation among staff regarding the University's commitment to creating an inclusive workplace that embraces employee differences and diversity.

It is necessary for Management to be aware of and consider the possibilities offered by employment on special terms where the aim is to retain and, to an extent, attract employees with reduced occupational capacity. Management should for example be particularly alert to the existence of duties that could suitably be performed by a member of staff employed on special terms. Until a specific procedure is initiated, it is important that Management has achieved the acceptance of other staff that a position will be created on special terms within the unit, and of which duties will be performed by the employee in question. This applies equally to instances where an existing member of staff transfers to employment on special terms.

Schemes for existing staff at the University

The question of whether a member of staff might transfer to employment on special terms will typically be raised during the standard sickness absence contact interviews; see General Collaboration Committee guidelines on sickness absences.

It is the responsibility of the immediate superior to consider at an early stage whether it will be possible to meet the eligibility criteria for transfer to employment on special terms. Equally, it is the responsibility of the immediate superior to ensure that the staff member is informed of the reasons underlying any specific assessment.

Appointment of new employees to positions of employment on special terms

The appointment of new employees to positions of employment on special terms may, for example, start with an application from a person seeking employment, or by the University being contacted by a local authority, local job centre, rehabilitation centre etc. seeking to find employment at the University of a person on special terms.

Before any decision is made to offer employment on special terms, a job interview will be conducted according to standard interview procedure, see the guidelines on appointment and recruitment at the University of Copenhagen. The object of the interview is to clarify the necessary supported employment provisions, work tasks, physical location and 'chemistry' with future colleagues.

6. The role of the union representative

The union representatives have a special role to play in fostering awareness and appreciation among staff of the University's commitment to creating an inclusive workplace that embraces employee differences and diversity. This is achieved through, for example, the work of the Collaboration Committees and at meetings of members, but also in specific instances where employees are to be (re)appointed on special terms.

Employees already employed by the University have the possibility of involving their union representative in discussions concerning transition to employment on special terms. The union representative will be involved in establishing amendments to the terms of employment, including the salary grade.

In the case of external candidates for employment on special terms, the union representative will be involved in the appointment procedure as regards salary grade; see the University of Copenhagen Wage Policy.

7. Terms applicable to the employee

Employees appointed on special terms of employment require special supported employment provisions, and these will be agreed at the time of appointment. The terms can be revised subsequently if required. In all other respects, staff employed on special terms have the same rights and obligations as any other employee of the University of Copenhagen.

8. Validity and termination

These guidelines shall come into effect upon their adoption by the General Collaboration Committee. They may be revoked in accordance with the rules set out in the Collaboration Committee Circular, according to which each of the parties has the right to revoke adopted guidelines at three months' notice. Before revocation, the Collaboration committee must endeavour to amend the existing guidelines in a manner that is satisfactory to the parties represented on the Committee. Considered and adopted at the General Collaboration Committee meeting on 22 October 2008 and effective as of 1 January 2009.



Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and



Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

Smoking policy



The smoking policy is applicable to both students and staff at the University of Copenhagen.

- Smoking is not permitted indoors on University premises. Smoking out of doors is permitted where it will cause no inconvenience to others
- University Management has overall responsibility for enforcement of the University's smoking policy and must therefore ensure that the policy is observed in its own area. If staff or students find that they are being exposed to passive smoking indoors, they should contact the local management/head of department. It is then the responsibility of Management to emphasise that the smoking ban must be respected
- In the case of repeated instances, it is the responsibility of the local management/head of department to issue a reprimand or warning ([General Collaboration Committee guidelines on breach of contract and dismissal](#)¹⁶)
- Students who fail to observe the smoking ban will be dealt with according to the "[Disciplinary measures towards students at the University of Copenhagen](#)"¹⁷ of 20 October 2004 ("Rules of Conduct for Students")
- Employees who wish to quit smoking and would like help in doing so may attend the free smoking cessation courses organised by Copenhagen Public Health Office, or the equivalent in Frederiksberg.

A handwritten signature in black ink, appearing to read 'Ralf Hemmingsen'.

Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and

A handwritten signature in black ink, appearing to read 'Poul Erik Krogshave'.

Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

¹⁶ Link: http://personalepolitik.ku.dk/pdf/Central_Collaboration_Committee_Guidelines_on_breach_of_contract_and_dismissal.pdf/

¹⁷ Link: <http://www.ku.dk/regel/8/1502.html>

University of Copenhagen guidelines on compulsory redundancy dismissals due to institutional exigencies



1. Background and purpose

The purpose of these guidelines is to establish a clear framework for dealing with instances of compulsory redundancy dismissals due to institutional exigencies. Such exigencies are taken to mean budgetary cut-backs, cessation of funding, and organisational changes etc. The guidelines are also intended to ensure that in such situations staff also experience the University as a supportive workplace that takes the individual circumstances of each employee into account.

The University has an obligation to prioritise best practices in financial planning and control in the interests of both the day-to-day running of the Institution and long-term strategic planning. However, situations may arise in which it is necessary to carry out economic cutbacks. In achieving such cutbacks, University Management, assisted by the General Collaboration Committee (HSU), will act professionally in relation to the staff of the affected institutional unit, and, among other things, will provide rapid and relevant information in order to minimise concern among staff.

The University is required to effect organisational adjustments on an ongoing basis in order to achieve its overall objective, and to strike the necessary balance between performances and resources. Organisational changes will often implicate employees, and must therefore to the greatest possible extent be implemented on the basis of a transparent procedure and timetable.

The guidelines are applicable to the holders of any contract of employment with the University, regardless of the type of position, how it is financed and the duties it entails. However, special rules apply to employees with the status of public servants and to union representatives etc; see Sections 10 and 11.

2. Legal basis

Instances of compulsory redundancy dismissals due to institutional exigencies are subject to a number of external rules, including the general principles of Danish law and Danish employment law specifically, together with the Public Administration Act and the general principles of Danish administrative law.

The Public Administration Act, for example, stipulates that a formal hearing must be conducted before a decision may be made in a given instance, and that the employer has a duty to furnish reasons for its decisions. In addition, there are a number of principles of administrative law, which are expected to be observed in cases of compulsory redundancy¹⁸.

¹⁸ O there must be no unmerited direct or indirect discrimination (*Principle of Non-Discrimination*)
O in discretionary decision making, no rules must be established to preclude the power to make decisions on a case-by-case basis rather than on the basis of customary practice (*Abuse of Discretion*)
O no irrelevant considerations or subjective criteria may be applied (*Misuse of Powers*)

3. Delegation

The Rector is responsible for day-to-day management of the University; see the Universities Act. All other University Management tasks are performed by order of the Rector. The overview in Appendix 1 illustrates how managerial powers may be delegated.

4. Involvement of Collaboration Committees in the event of proposed redundancy dismissals

Once the area's budget or decisions concerning any organisational changes have been finalised, and the risk of redundancy dismissals becomes apparent, the Chair of the Collaboration Committee shall duly advise the Committee to that effect. The information shall be provided before any decision is made concerning actual redundancy dismissals. The information will be supported by the budgetary basis and any other documents to account for the need for redundancy measures, together with an account of any mitigation measures; see Section 5, that might be considered. General criteria for selecting which employees/employee groups are to be made redundant must undergo deliberation by the Collaboration Committee.

In the case of isolated redundancies resulting from the cessation of funding or a job function for example, the Chair of the Collaboration Committee informs the Vice-Chair of the matter. The Vice-Chair may require that any matters of principle entailed by the proposed redundancies be deliberated by the Collaboration Committee.

5. Mitigation measures

Grundprincipper for personalepolitik 2008 – 2012 (The Basic Principles of Staff Policy 2008 – 2012 - <http://personalepolitik.ku.dk/pdf/PersonnelPolicy-BasicPrinciples2008-2012.pdf>) attaches importance to continuous professional development, whereby employees are given the opportunity to extend and update their qualifications. Naturally, this serves several ends, one of which being that employees increase their eligibility for redeployment to other duties/units in the event of economic cutbacks and restructuring processes.

If it is necessary to declare continuing positions redundant, prior to doing so, the immediate superior will investigate the following options in advance:

- redeployment within the University
- continuing education
- leave without pay
- transition from full-time to part-time employment
- phased retirement
- voluntary redundancy

-
- The employee shall be consulted, kept informed and advised as to his legal status, and the procedure must not be prolonged unnecessarily. Decisions should be notified directly through official channels (*Code of good practice in public administration*)
 - the burden for ensuring that all the requisite information for resolving the matter at issue rests, as a rule, on the authority concerned (*Inquisitorial Principle*).

6. Selection of employees to be proposed for redundancy dismissal

In selecting which employees are to be proposed for redundancy dismissal, the immediate superior will consider how the unit's overall volume of duties can best be performed within the reduced funding allocation. This might for example be achieved by deprioritising activities and/or by reorganising duties/staffing to cover duties. The assessment will consider employee performance to date, and other factors relating to employee aptitude.

7. Notification of employees

Once Management has decided which members of staff are to be proposed for redundancy dismissal, it is then required to:

- notify the union representative; see Section 8
- contact the employees affected (in person or by phone), briefly inform them of the situation and summon them to attend individual interviews. At the same time, the employees affected will be urged to retain the assistance of an union representative/union or other adviser to sit in on the meeting
- issue a written notice of compulsory redundancy dismissal during the meeting with relevant information such as financial matters and the outcome of the Collaboration Committee's deliberations. The notice shall state clearly that the redundancy is due to institutional exigencies
- formally propose the redundancy dismissal to the human resources section
- summon all staff in the unit to attend a staff meeting at which they will then be informed of the situation.

8. The role of the union representative/union

In instances of compulsory redundancy dismissal due to institutional exigencies, the employee's immediate superior will urge the employee as early on as possible to retain the assistance of an union representative/union. The immediate superior also has a special obligation to notify the union representative of the impending redundancy dismissal. In practice this means that the union representative is informed of the impending redundancy dismissal before the employee is. The employee is also permitted to retain the assistance of others.

9. Supportive measures for employees proposed for redundancy dismissal/issued with a redundancy dismissal notice

The University aims to make every effort to assist employees who are proposed for redundancy dismissal/issued with a redundancy notice. The following assistance may therefore be offered:

- Crisis counselling from an external psychologist (raadgivingen@prescriba.com)
- Assistance in writing a CV for use in seeking employment
- Distribution of the employee's CV to other units within the University
- Financial assistance for relevant continuing education
- Financial assistance for outplacement.

10. Compulsory redundancy dismissals of public servants

Chapter 5 of the [Public Servants Act](#)¹⁹ lays down special rules regarding compulsory redundancy dismissals. Decisions concerning compulsory redundancy dismissals are made by the Ministry of Science, Technology and Innovation upon the recommendation of the Rector. Contact the human resources section for advice on specific instances.

11. Compulsory redundancy dismissals of union representatives

The agreement on union representatives prescribes special procedures and terms of notice in any process to make formally elected union representatives redundant. This protection applies to the combined representative of a number of different union representatives (senior union representative); deputy senior union representatives, members of the Collaboration Committee (union representatives); deputy members of the Collaboration Committee (union representatives); health and safety representatives and union representatives who serve on the University Board. Contact the personnel section for advice on specific instances.

12. Validity and termination

These guidelines shall come into effect upon their adoption by the General Collaboration Committee. They may be revoked in accordance with the rules set out in the Collaboration Committee Circular, according to which each of the parties has the right to revoke adopted guidelines at three months' notice. Prior to any revocation, the Collaboration Committee must endeavour to amend the existing guidelines in a manner that is satisfactory to the parties represented on the Committee. Considered and adopted at the General Collaboration Committee meeting on 22 October 2008 and effective as of 1 January 2009.



Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and



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Deputy Chairman of the
General Collaboration Committee

¹⁹ <https://www.retsinformation.dk/Forms/R0710.aspx?id=5654>

University of Copenhagen policy on alcohol and drug misuse and rehabilitation provisions



With a well-defined policy on alcohol and drug misuse, the University of Copenhagen aims to prevent any problems of misuse among staff and thereby to retain at-risk employees and maintain a well-functioning workplace characterised by employee welfare.

The University recognises that working and misuse of alcohol and non-drugs are incompatible and will therefore not tolerate that employees are under the influence of alcohol or other intoxicating substances in the performance of their work irrespective of whether the drinking or drug-taking has taken place within or outside of working hours.

If a member of staff has a problem with alcohol or drug misuse, he or she shall receive help at the earliest possible stage. The University will treat any reports or requests concerning misuse from staff, colleagues or family in the strictest confidence. All members of staff and union representatives have a responsibility for taking the initiative to help and support a colleague with an alcohol or drug misuse problem, and Management is responsible for interviewing the member of staff to address the problem.

By taking swift, professional and effective action on misuse of any kind, the University aims to be proactive in retaining or reinstating the working capacity of any employee with an alcohol or drug problem.

Any member of staff with a misuse problem will be encouraged to make use of the University's general provision for [psychological counselling](#)²⁰. The member of staff can contact the counselling service around the clock, and in acute cases will be offered a counselling session within 24 hours. Anyone contacting the counselling service will be granted full anonymity. The University will not receive details of the employee's name and the nature of the problem.

Considered and adopted at the Central Liaison Committee meeting on 10 December 2008 and effective as of 1 January 2009.

A handwritten signature in black ink, appearing to read 'Ralf Hemmingsen'.

Ralf Hemmingsen
Rector and Chairman of the
General Collaboration Committee

and

A handwritten signature in black ink, appearing to read 'Poul Erik Krogshave'.

Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee

²⁰ http://arbejdsmiljo.ku.dk/psykisk_arbejdsmiljo/raadgivning/english/

Wage Policy for the University of Copenhagen



1. Introduction – Objectives

The wage policy is an integral part of the University's Personnel Policy and is based on the values and attitudes expressed in this policy. The point of departure for the wage policy is that there should be a coherent relation between the qualifications and efforts of employees and the objectives set by the University, and that this should be reflected in pay and other conditions of employment.

The University of Copenhagen is part of the public sector, and remuneration is therefore governed by official regulations, job structure and collective agreements. Over time, the overall growth in pay will correspond to that of wages and prices generally. Pay adjustments are to an extent determined by collective agreements, so that the decentral setting of pay levels that takes place at the University will, over time, correspond to the difference between the adjustments for wages and prices and the adjustments determined by the collective agreements. The management will ensure that funds are earmarked for this purpose.

The University of Copenhagen will be internationally-oriented to a still higher degree, with employees, cooperation partners and students being attracted both from within Denmark and from abroad. Moreover, the University must be ready for keener competition for students, research funding, contracts with business and industry and the best-qualified employees.

2. General Principles

- The wage policy applies to all employees at the University of Copenhagen, regardless of their source of financing and pay system
- The wage policy shall further the University's objectives and the performance of its tasks by flexible remuneration of employee effort that increases the scope for realising those objectives
- The wage policy shall contribute to well-being and a good working environment by reflecting the interrelation of job content, qualifications, effort and remuneration, with a view to promoting employees' motivation, satisfaction and commitment
- The wage policy shall enhance the University's ability to attract and retain the best-qualified employees from abroad as well as from the Danish employment market
- The wage policy forms part of the University's Personnel Policy. It is important that remuneration is seen in relation to the potential for professional challenges, internal mobility, continuing education and training, development of competences, leave arrangements, seniors' arrangements, etc.

- Importance is attached in the wage policy to equality of treatment, so that employees with comparable functions, qualifications, efforts and results can normally obtain the same level of pay
- The wage policy shall be open and transparent, and the criteria for the award of pay supplements shall be accessible to all employees
- Pay shall reflect the employee's professional and personal qualifications, job content, efforts and performance. The University thus practises differential remuneration, and it is possible for employees of all categories to obtain pay supplements.

3. Agreement Structure

The University of Copenhagen desires to have its wage agreements organised in a clear agreement structure based on the following:

- Wage policy of the University of Copenhagen (this document).
- Wage agreements via employee organisations or collective agreements can be made at University level as a supplement to national collective agreements currently in force
- Wage agreements may be made at faculty level as necessary. Where there is particular need, the University's wage policy may be supplemented by a wage policy at faculty level, but it is the aim that the University has one overall policy.

Where there is particular need, wage agreements may be made at department level, provided that the Head of Department has been authorised to negotiate by the Dean.

4. Types and Amounts of Supplements

The pay system provides for a basic wage plus supplements agreed at the University. The basic wage is determined in accordance with central negotiations between the negotiating employee organisations and the Danish Ministry of Finance. The University can augment the basic wage by individual supplements as set out in wage agreements and below:

Qualification Supplement: The qualification supplement is negotiated at the University. The amount of the supplement is determined on the basis of the individual employee's professional and personal qualifications. The supplement is permanent, but may in special cases be paid as a temporary supplement. Supplements of this type must not normally be of less than DKK 7500 p.a. (1997 level).

Function Supplement: The function supplement is negotiated at the University and is used to reward an employee for accepting particular tasks or responsibilities. Function supplements are typically limited to a certain period or task, but may be permanent, if the function for which they are awarded is an integral part of the job content. Supplements of this type must not normally be of less than DKK 7500 p.a. (1997 level).

Recruitment/Retention Supplement: In recruitment or retention situations, i.e., in situations where market conditions make it necessary to offer a higher remuneration than normal for the job category concerned, a special recruitment or retention supplement can be paid. For example, such supplements are paid to attract employees with special qualifications, or when there is a shortage of employees of a particular kind, or in order to retain experienced employees. These supplements can be permanent, temporary or one-off.

One-off Payment: One-off payments are made to reward an extraordinary effort, and cannot be awarded for effort of long duration. One-off payments must not normally be of less than DKK 12,000. One-off payments do not require the employee to change over to a new pay system.

Performance-related Pay: Performance-related pay can be agreed in special cases. It entails that supplements are awarded and triggered on the basis of a number of pre-agreed qualitative and quantitative performance measures.

Advance Agreements: Advance agreements may be made applying to groups of employees, whereby a supplement is linked to the performance of specified functions or the achievement of certain qualifications. The specific supplements are triggered for the individual employee when the agreed conditions have been fulfilled.

Pension: Permanent and temporary supplements agreed at the University of Copenhagen are pensionable. No pension contribution is made for one-off payments.

Executive Pay: Executive pay agreements are made in accordance with the agreement on executive pay made between the Danish Ministry of Finance and the negotiating employee organisations and are composed in accordance with the principles contained in the wage policy. Employees on grade 35 or above of the pay scale can negotiate pay personally with their manager. They have the option of choosing to be represented by an executive pay negotiator or union representative.

Chief and Executive Advisers: Chief and Executive Advisers are not covered by the executive pay pool, but negotiate their pay according to the same rules as managers.

Union representatives: The situation of union representatives with regard to pay and pay increases must not be inferior to that of other employees, and they must have the opportunity to obtain supplements in addition to their basic wage on an equal footing with other employees. Union representatives must be able to obtain supplements for the qualifications which they acquire through their function as union representatives.

Employees Covered by a Former Pay System: Employees belonging to groups covered by collective agreements who are not covered by the new pay systems will be paid in accordance with the relevant collective agreements. Pay negotiations for these groups are on the basis of the "Agreement on Local Pay and Executive Pay". The award of permanent and temporary supplements requires changing over to a new pay system for those who belong to collective agreement groups and are able to choose between remaining in their old system or switching to a new system.

5. Pay Supplement Negotiation Procedure

Agreements on pay supplements are made between the University management and the negotiating employee organisation/representative. Power to negotiate on behalf of the University has been

delegated by the Rector to the Deans and the University Director, who can delegate it further by issuing written authorisation.

Pay negotiations are normally conducted once a year, at a fixed time. Pay negotiations also take place when a new appointment is made and may take place as part of retaining an employee or if an employee's job content changes substantially. The initiative for pay negotiations outside the annual adjustment may come from the management or from a union representative.

It is the responsibility of both the management and the union representatives to ensure that pay negotiations run smoothly and satisfactorily and in accordance with the collective agreement and the wage policy and wage agreements. Both sides must help to ensure that pay negotiations, whether relating to the annual adjustments or to individual cases, are conducted responsibly and efficiently.

Procedure for New Appointments:

At the advertisement stage: The level of remuneration (basic wage under the collective agreement, approved general supplements and any supplements that may have been specifically approved for the position concerned), and the possibility of individual pay negotiation, must appear in the advertisement.

At the appointment interview: The expectations and wishes of the workplace and the applicant with regard to pay should be discussed at the interview. It must be made clear in the discussion that pay will only be fixed after negotiation with the relevant negotiating body or union representative and therefore cannot be agreed at the interview. In order to speed the appointment process, applicants should be told at the interview what negotiating body or union representative will be involved in negotiating their pay. The negotiations must take place before the contract of employment is signed.

Procedure for the Annual Pay Negotiations:

The annual pay adjustment process is governed by an activity and time plan for the faculty or the Central Administration. It is considered important that the pay adjustment process is conducted simply, rapidly and openly. The plan should be so arranged that no more than three months will normally elapse between the consideration of the plan by the collaboration committee and the announcement of the outcome of the negotiations.

Phases of the Pay Adjustment Process:

- The faculty collaboration committee or the Central Liason Collaboration committee draws up an activity and time plan for the annual local pay negotiations. The plan also covers evaluation of the outcome of the negotiations. In addition, the collaboration committee discusses what pay statistics shall be available in the negotiations. This is done to ensure that the negotiating parties are in possession of relevant statistical material relating to pay, such as tables of employees' present pay, pay levels and pay increases. Copies of any statistical material on pay that either of the parties wishes to have included in the negotiations must be supplied to the other party
- The management calls for proposals from management representatives and union representatives
- Proposals as to which employees should be awarded supplements are exchanged between the management and union representatives/organisations

- The negotiation phase including the drawing up of individual written agreements. These agreements are produced by the management. In the event of disagreement in the local pay negotiations, the dispute can be submitted to the University management and the employee organisation for processing
- The communication phase – when the negotiations have been concluded, the two sides will agree on how the outcome is to be communicated. It will normally be the responsibility of the management to communicate the outcome
- The pay negotiation process is set out more precisely in the annual activity and time plan for the faculty.

6. Validity and Termination

This wage policy shall come into effect upon its adoption by the General Collaboration Committee.

It can be terminated in accordance with the rules set out in the General Collaboration Circular, according to which each of the parties has the right to terminate adopted guidelines at three months' notice. Before termination, the General Collaboration Committee must endeavour to amend the existing guidelines in a manner that satisfies the parties represented in the Committee. Should any of the parties so desire, the wage policy must be renegotiated in consequence of the outcome of negotiations on a collective agreement.

Considered and adopted at the General Collaboration Committee meeting on 20 February 2008.



Ralf Hemmingsen
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General Collaboration Committee

and



Poul Erik Krogshave
Deputy Chairman of the
General Collaboration Committee