

Guidelines for mobility, job swapping and job rotation at the University of Copenhagen



1. Background and purpose

The University feels it is important to use mobility to create the flexibility for continuous professional development and would therefore like to see employees participating in job rotation/swapping (see definition in Sec. 1.2).

The University wishes these guidelines to emphasize the importance of mobility amongst employees.

Mobility helps to:

- Create flexibility amongst individual employees so that they are equipped to meet the challenges facing the University of Copenhagen.
- Provide inspiration to individual employees for new approaches and a broader interface both within and outside the University.
- Increase overall knowledge-sharing for the benefit of individual employees and the University.
- Supplement employees' personal and professional job/competency development.
- Ensure professional task-solving at the University.

1.1 Target group

Job rotation/swapping is an option for all employees.

1.2 What is job swapping/rotation?

- **Job swapping:** Two employees swap jobs for a defined short period and then return to their previous work. The number of employees in the unit who can swap jobs at a time and how the job swapping scheme should be organized is to be arranged locally. Job swapping is to be agreed in writing between the line manager and employees. The recommendation is for the process to be planned for a minimum of three months and a maximum of 12.
- **Job rotation:** An employee switches between work areas or workplaces. There is to be agreement on whether employees have the right to return to their original role or original unit. Job rotation is to be agreed in writing between the line manager and employee. It is recommended that the job rotation process should last at least three months.

2. Role of managers

Management have overall responsibility for seeing that tasks get carried out and for employee well-being and on-going professional development. Managers should consider whether job swapping/rotation is relevant for individual employees' future professional effort

and development opportunities. Annual employee appraisals/performance reviews should therefore naturally include mobility.

3. Role of employees

Employees at the University should be constantly aware of the best ways they can ensure their professional development and should regard job rotation/swapping as an opportunity for continual professional development in line with other continuity training and further education. Employee appraisals provide a good opportunity for employees to consider whether job rotation/swapping is an relevant option.

4. Role of union representatives

Union representatives should also focus during annual salary negotiations on supplements for employees who use job rotation/swapping to contribute to their continual professional development, including mobility.

5. Role of the coordination committee

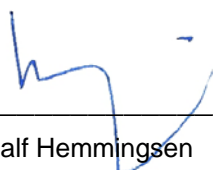
At least once a year, local coordination committees should focus on mobility, including job rotation/swapping and discuss the best way to ensure on-going professional development, in accordance with Point 8 of the fundamental principles in HR policy. The central coordination committee is to be notified annually of the job rotation/swapping agreements made during the preceding year.

6. Validity and termination

The guideline takes effect on adoption by HSU.

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

Considered and adopted at the HSU meeting on 8 June 2012.



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