

Guidelines for skills development



1. Background and purpose

Skills development is a core component of the University of Copenhagen's HR 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

<https://intranet.ku.dk/employeeguide/HR/pp/pph/pdr/Pages/default.aspx>).

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 (Head Coordination 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.



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