

Guidelines on conditions for senior employees



1. Ambitions and perspectives concerning senior employees at UCPH

The University of Copenhagen (UCPH) wants a workplace with diversity where age in itself is of no importance to the working life, but where competences, knowledge, motivation, development readiness, and work capacity are the key parameters in the day-to-day work when an employee engages in collaboration, division of tasks and development dialogues. Experienced employees are considered by UCPH a benefit to the workplace and contribute with many strengths. They are cultural bearers, often possess specialist knowledge and have knowledge and experience that comes from a long working life.

UCPH wants to promote a good working life at all stages of life and thus counteract the wear and burnout of the employees. Our goal is to create a workplace in which the employee, throughout their tenure at UCPH, sees recognition and opportunities for development¹. Discrimination on grounds of age must not take place. Good frameworks and openness about senior working life and the possibility of senior schemes can ensure a flexible withdrawal from the labour market benefitting both the individual employee and the university. Studies have revealed that openness about age, senior working life, and flexibility in connection with pension transition is important for the individual employee's ability to thrive and develop their competences, academic potential, and their desire to continue their working life.²

Agreements on senior schemes at UCPH aim, among other things, to ensure that senior employees can continue to be an active, qualified, flexible, and sought-after workforce. This can be done by ensuring that UCPH provides senior employees with the opportunity to enter into agreements to regulate their job scope and content by using senior days off, through redundancy, part-time schemes, or the like.

These guidelines apply to the entire university. The entering into senior schemes depends on the specific situation and context.

2. Role of management/manager

The management has a responsibility to ensure that the guidelines for senior employees are used. The management must ensure that senior managers are treated on an equal footing with other employees, e.g., in

¹ [Basic principles for personnel policy](#)

² [The experienced. Senior interviews. "A management guide to the good senior interview". \(In Danish\)](#)

connection with task performance and distribution, approval of relevant competency development and salary negotiations.

Management is responsible for the long-term staff planning, which will consider, among other things, the need for generational change and ensure that this can be achieved over time without loss of knowledge and significant competencies.

The manager who holds PDR is responsible for offering senior interviews with employees who are 60 years or older.³ The senior interview discusses the employee's future plans, cf. the section on interviews with a focus on senior perspectives.

3. Interview with focus on senior perspectives

In connection with the staff development interview, employees who are 60 years or older will be offered the opportunity to discuss senior perspectives. The senior interview can be held as part of the performance and development review or a separate conversation.

The senior interview must focus on retention and on the employee's wishes and expectations for their working life in both the short and long term.⁴ The senior interview is held between the employee and their manager (see section 2). The staff representative may participate if the employee so wishes.

The purpose of a senior interview is to give the manager and the employee the opportunity to discuss matters relating to retention and development. In these reviews, both sides should be open and honest about professional expectations, special wishes and needs.

In connection with the preparation of the interview, the manager⁵ and the employee⁶ can use the material that is linked to from the [Employee guide](#) on KUNet.

4. Senior staff scheme agreements

The various senior schemes that can be agreed upon are subject to the rules⁷ in force at any time.

The schemes are described in more detail in the Employee guide on KUNet, where it is stated, among other things, which age the employee must have to be covered by the individual scheme:

- 1) Gradual reduction of working hours (part-time)
- 2) Gradual reduction of job responsibilities/lower-ranked position
- 3) Senior days (paid freedom)
- 4) Retention bonus.

The initiative to establish a senior scheme may come from the manager or from the employee. Senior schemes are based on volunteerism and require agreement between the employee and the manager. The

³ [Cirkulære om seniorordninger \(in Danish\)](#)

⁴ [Cirkulære om seniorordninger \(in Danish\)](#)

⁵ [The experienced. Senior interviews. "A management guide to the good senior interview". \(In Danish\)](#)

⁶ [The experienced. Senior thoughts. "Preparation for your late career and retirement" \(in Danish\)](#)

⁷ [Cirkulære om seniorordninger \(in Danish\)](#)

specific agreements are aligned with the conditions in the workplace and the individual employee's circumstances.

The manager, who holds the senior interview, must, in dialogue with the manager authorised to hire, assess the possibilities for and appropriateness of establishing a senior scheme for the individual employee.

The terms of the senior scheme are agreed between the hiring manager and the employee who is covered by the senior scheme, and the agreement is then formalised by the relevant staff representative. A manager's decision not to conclude an agreement on a senior scheme is not an administrative law decision that can be appealed. It would be natural for the manager in the dialogue with the employee to give this insight into the considerations regarding why a senior agreement may or may not be granted.

Emeritus schemes also exist for academic staff at UCPH.⁸

5. Role of the Collaboration Committee

The importance of these guidelines for the individual units' senior efforts is discussed in the individual collaboration committee.

The collaboration committee is responsible for discussing work and staff issues, including efforts to retain seniors. The collaboration committee is also obliged to discuss staff policy contributions to avoid discrimination, e.g., due to age and to ensure that all employees have the same opportunities for employment, training, and promotion.

6. Validity and termination

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

Termination shall comply with the rules in the collaboration committee circular according to which either of the parties may give three months' notice of termination of the guidelines. Before termination, the collaboration committee is to endeavour to amend the existing guidelines to make them satisfactory for the parties in the collaboration committee.

Considered and adopted at the General Collaboration Committee meeting on 23 March 2023.

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⁸ [B. Emeritus schemes](#)