

Minutes, TSU/TAMU-meeting

5 January 2026

Date and time	Tuesday 16th of December, 08.15-09.45	juna
Location	Ellehammer or Zoom	juna@tek.sdu.dk T +4565509481 M +4593507336
Invited	Henrik Bindslev, Martin Houmann Thygesen, Horst-Günter Rubahn, Christian Veje, Jens Ejbye Schmidt, Kasper Hallenborg, Anne Søvsø Vollstedt, Jeroen Bergmann, Sanne Lefevre, Kari Kleine, Lars Du-elund, Mogens Melskens Pedersen, Malene Rask, Susanne P. Arnsted, Gry Green Linell, Sussie luel-Brockdorff, Julie Nauerby Kristensen	
Guests:	Item 3: Luise Thuesen Marling and Karna Kühnell Gautier, SDU HR	
Cancellation from	Jens Ejbye Schmidt, Mogens Melskens Pedersen, Sanne Lefevre (item 1-6)	
Meating Leader	Henrik Bindslev	
Secretary	Julie Nauerby Kristensen	

1. Approval of Agenda **Minutes**

By Henrik Bindslev *The agenda was approved.*

2. Approval of minutes

By Henrik Bindslev

Appendix

[2.1. 2025-11-10 Minutes TSU TAMU – EN](#)
[2.2. 2025-11-10 Referat TSU TAMU – DA](#)

Minutes

The minutes were approved.

3. Health and safety strategy for SDU

By Luise Thuesen Marling and Karna Kühnell Gautier, SDU HR

Background

The general occupational health and safety committee (HoAMU) has initiated the work of developing a health and safety strategy for SDU, and in this connection, the health and safety team wants to get input on the work and content of the strategic action plan for health and safety with the faculties' health and safety committees.

The purpose is to provide the general occupational health and safety committee with knowledge about what the faculties see as future health and safety challenges that the health and safety strategy must take into account. The working environment

strategy must serve as a basis for strengthening the working environment foundation for SDU as an attractive workplace.

As background and preparatory material, an outline of the strategic action plan is enclosed.

Recommendation

It is recommended that TSU/TAMU provide input to the work and content of a health and safety strategy for SDU.

Appendix

[3.1. Strategic Action Plan for the Working Environment at SDU](#)

Minutes

Karna Kühnell Gautier initially noted that an action plan was prepared two years ago, followed by elections to the work environment organisation, and now a strategic direction must be set for the continued work. She stressed the need to set a strategic direction for the continued work and presented slides (appendix 3.1.) outlining proposal for SDU's ambitions, the organisational foundation, how to handle external influences, and how to ensure implementation. Karna Kühnell Gautier emphasised the importance of all faculties being represented and identifying key themes towards 2030.

Susanne P. Arnested highlighted the need for a practice-oriented approach that focuses on enabling success rather than creating obstacles. She also noted the importance of maintaining attention to fieldwork risks beyond the university campus.

Henrik Bindslev pointed out the need for proactive physical safety in connection with Large Scale Productions and suggested drawing on external expertise such as Lindø. He also mentioned the importance of safety for student and association activities, including drones and rockets.

Horst-Günter Rubahn raised concerns about laboratories located in office areas in Sønderborg and stressed the need for focus not only on individual areas but also on how they interact. This can advantageously have focus and attention in upcoming new constructions.

Gry Green Linell emphasised challenges faced by international staff, including cultural differences, dependency on work permits, and potential conflicts. Christian T. Veje added that his department has had positive experiences with the International Office in supporting cultural understanding and the Danish model.

Malene Rask underlined the importance of equipping the work environment organisation to handle tasks and issues arising from organisational changes.

Karna Kühnell Gautier thanked everyone for their contributions. SDU will return once there is an overall overview of focus areas and their prioritisation.

4. Financial status

By Henrik Bindslev

Background

The financial overview is presented and discussed.

Recommendation

It is recommended that TSU/TAMU discuss the financial status.

Appendix

[4.1. Financial overview TEK December 2025](#)

Minutes

Henrik Bindslev presented the financial status as of the end of October. The bottom line still indicates a very small surplus of up to DKK 5 million. We expect to close with approximately DKK 20 million on the books. This is a modest figure, but typical for TEK, as we aim to utilise all available funds for the best investment. However, this approach requires continued close monitoring of developments.

Compared to the budget, there is a positive trend: external activities will generate turnover about DKK 40 million higher than anticipated. There is a slight increase in income from education and a significant rise in “other income,” which includes strategic donations from SDU central. At the same time, ordinary operations show increased salary expenses of DKK 38 million.

Looking ahead, project income is expected to reach DKK 347 million, but this will be revised upwards to around DKK 390 million and likely remain near DKK 400 million in the following years. The budget was prepared several months ago, and we now have better insight, indicating a higher activity level. However, when ramping up dramatically, delays occur, creating risks in balancing income and expenses. The target remains a zero result, but underlying this are two large figures—income and expenses—that can easily shift, why Henrik Bindslev stressed that Heads of Department must maintain even sharper financial focus and control, as delays are unacceptable when ramping up so significantly.

TSU/TAMU had no comment.

5. Delegation of salary negotiation

By Henrik Bindslev

Background:

Historically, salary negotiations for all staff across TEK – both academic (VIP) and technical/administrative (TAP) – have been delegated by the Dean to the Head of Faculty Administration.

During the vacancy of the Head of Faculty Administration position in 2025, the Dean delegated salary negotiations for scientific staff (except for full professors) to the Heads of Departments. In continuation of this, the Dean plans to implement the following permanent changes regarding salary negotiations:

- Scientific staff (except full professors): Salary negotiations, both at the time of hiring and during annual salary negotiations, will be delegated to the Head of Department responsible for the employee.

- Technical/administrative staff: Salary negotiations, both at the time of hiring and during annual negotiation, will likewise be delegated to the Head of Department re-sponsible for the employee.

Salary negotiations for other technical/administrative staff will continue to be handled by the Head of Faculty Administration.

The rationale behind this adjustment is to ensure that salary negotiations follow the established structure of managerial and budgetary responsibility, which is considered the most appropriate and effective approach.

The consideration on securing a unified approach across TEK, will be handled in context of LG.

It is intended that the adjustment is effective as of the 1 January 2026.

Recommendation

It is recommended that TSU/TAMU discuss the change in the delegation of salary negotiations.

Minutes

Henrik Bindslev explained that during the period, where the position of Head of Administration was temporarily, interim covered, certain responsibilities were reassigned. Among these were salary negotiations for scientific staff (except for full professors), which were delegated to the Heads of Department. Now that the interim period has ended, these tasks should be considered again. There are strong arguments for keeping salary negotiations for scientific staff – and, as a new element, for technical and administrative staff (TAP) – with the Heads of Department to ensure alignment between negotiations and both financial and personnel responsibilities.

Gry Green Linell and Jeroen Bergmann noted that the process has generally worked well, but in some cases offers were missing or emails were overlooked, as either the union representative or the Head of Department did not respond to salary proposals. Jeroen suggested that using consistent email formats would make it easier to identify important messages.

Kasper Hallenborg agreed and emphasised the need for earlier involvement and improved procedures and systemsupport. He proposed implementing a centralised system, ideally through HCM, to prevent emails from getting lost in inboxes. Henrik Bindslev supported this view.

Henrik Bindslev concluded that there is broad agreement on the proposal, with a positive outlook but attention to procedural improvements. It was therefore agreed that Kasper Hallenborg and Malene Rask will hold a follow-up discussion focused on potential measures to streamline the process and reduce unnecessary complexity, which can then be brought into dialogue with SDU HR.

6. Additional Health and Safety Representative (AMR) at IME, Sønderborg

By Christian T. Veje

Background:

Based on discussions in the Occupational Health and Safety Committee at the Institute of Mechanical and Electronic Engineering (IME), the committee recommends appointing an additional Health and Safety Representative (AMR) based in Sønderborg.

It is SDU's The General Occupational Health and Safety Committee at SDU (HoAMU) that makes the decision on whether this is possible, based on a recommendation from TAMU. Therefore TSU/TAMU is requested to review the proposal.

IME currently has two Health and Safety Representatives – one in Odense and one in Sønderborg. Recent significant growth in the number of employees in Sønderborg has led to a corresponding expansion of laboratory facilities. There is now a high degree of complexity and diversity across the various laboratories, which places increased demands on occupational health and safety efforts.

In particular, Sønderborg is experiencing a dynamic development of laboratory environments. In addition, there is a growing level of internationalisation and a general development in the staff composition, which results in an increased workload for the current AMR – both in relation to physical and psychological work environment.

Furthermore, Sønderborg hosts a number of activities involving fieldwork – including work with flying and sailing drones. These activities take place outside traditional laboratories and impose special requirements on health and safety efforts. This makes the work more demanding than what is reflected by the number of laboratories alone.

The committee therefore considers that there is a clear need to strengthen local health and safety efforts in Sønderborg by appointing an additional AMR who can help ensure a healthy and safe working environment for all employees.

Future organisation of health and safety groups at IME:

	IME Odense + Nordfyn (unchanged)	IME Sønderborg: CIM + adm.	IME Sønderborg: CIE
Health and Safety Manager	Christian T. Veje	Christian T. Veje	Christian T. Veje
Health and Safety Representative	Brian Bolander Hansen	NN	Bente Olsen
No. of Employees	64	56	50
No. of Laboratories / Workshops / Storage Rooms	49	18	17

Recommendation

It is recommended that TSU/TAMU support the submission of the proposal to the The General Occupational Health and Safety Committee (HoAMU)

Minutes

TSU/TAMU supported submission of the proposal to the The General Occupational Health and Safety Committee (HoAMU).

7. MUS/PDR 2026

By Malene Rask

Background

PDR at TEK follows the calendar year, so TSU/TAMU must set the theme for PDR 2026 and prepare the general materials.

Theme for PDR 2026

According to the annual cycle for MUS/PDR, TSU selects the annual theme in December based on APV (Workplace Assessment) action plans or other organisational priorities. If no APV is conducted, the latest APV or relevant emerging themes are used.

At the TSU/TAMU meeting on 11 March 2025, stress was chosen as the theme for 2025, and related questions were approved in May 2025 and sent to Heads of Department. As a result, not everyone who held MUS/PDRs in 2025 had the opportunity to use the questions. It is therefore recommended to continue with the same theme in 2026 (see appendix).

However, it is further proposed that the questions be tailored to better target different groups of employees, thereby addressing a broader range of stress-related issues. For example, one such adaptation could be the introduction of focus on protected time for research for academic staff (VIP).

General material for PDR 2026

After the PDR theme has been selected, materials for the upcoming MUS/PDR are distributed. In addition to the questions related to the annual theme, the material includes a short guide approved by TSU on 19 March 2023. Links in the guide has been updated, and all documents are attached for reference. They will be provided in both Danish and English.

Recommendation

It is recommended that:

- TSU/TAMU approve that the theme of stress is also used during MUS/PDR in 2026, but that the questions are tailored to different groups of employees.
- TSU/TAMU take note of the update to the general material for MUS/PDR.

Appendix:

[7.1. UK Guidelines for PDR at TEK](#)

[7.2. UK Annual plan PDR at TEK](#)

[7.3. UK Questions for PDR at TEK 2025–2026](#)

Minutes

Malene Rask opened the discussion by noting that we are about to begin a new PDR year, and TSU/TAMU needs to approve the annual theme for PDRs. The proposal is to continue with stress as the theme from 2025, possibly adjusting the questions to better address different employee groups. We have also received input from the Academic Council's working group on protected time for researchers, which highlighted addressing what tasks are unnecessarily time-consuming and what creates the experienced pressure.

Henrik Bindslev elaborated that the last APV showed a higher-than-normal stress level among associate professors. Discussions have taken place both here and in Academic Council. The view in Academic Council is that the workload overall is not excessive, but there is insufficient time for deep work (fordybelse). This is perceived as stressful, and therefore a working group involving Malene Rask and scientific staff has been established. The focus is on minimizing interruptions and creating time for deep work.

Horst-Günter Rubahn observed that some employees place less emphasis on competence development, focusing almost exclusively on stress. While addressing stress is important, an excessive focus is not ideal; it should not be the sole topic. Henrik added that competence also encompasses managing administrative tasks – time management, for example, is a skill that develops over time. In general, it was noted that the annual MUS/PDR should also obtain the broader perspectives for the single employee.

Jeroen Bergmann supported continuing the focus on stress, as it often can help also clarify priorities and the single employee's ability and possibility for planning and structuring their workday.

The proposal was approved.

**8. Reporting on
MUS/PDR 2025**
By Malene Rask**Background**

In line with the annual cycle for MUS/PDR, Heads of Unit/Heads of Department must report on completed MUS/PDRs from the previous year. A list of these MUS/PDRs should be submitted to the TSU Secretary via an Excel sheet in January. TSU will review the list at its first meeting of the year.

Before submitting the reporting for 2025 TSU/TAMU is asked to discuss whether the current reporting by date at an individual level is appropriate, or if an alternative follow-up method could provide greater value for the organisation.

SDU HR has confirmed that there is no mandatory reporting format at SDU. The only requirement is that an MUS is held once a year.

Recommendation

It is recommended that TSU/TAMU discuss and decide whether the current reporting on MUS/PDRs should be by date at individual level or if an alternative follow-up approach should be adopted.

Minutes

Malene Rask opened the discussion by noting that each January, reports are submitted at the individual level indicating the dates on which PDRs have been carried out in the previous year. In preparing for this, we considered whether this approach is valuable and still the best way to follow up on last year's PDRs.

Christian T. Veje and Horst-Günter Rubahn noted that the practice is both valuable and necessary. Jeroen supported their view but also emphasised the importance of documenting key takeaways and suggested that the process could benefit from being slightly more formalised.

TSU/TAMU decided that the current reporting on MUS/PDRs should continue to be by date at the individual level.

9. Senior employee scheme

By Martin H. Thygesen

Background

The senior scheme enables employees to adjust their working hours and tasks during the final stage of their working life. It may include reduced working hours, modified responsibilities, or other measures that support retention and well-being. A senior scheme can only be implemented when the appointing authority determines that it is both possible and appropriate.

There is a perception among employees that senior schemes are utilised less frequently than in the past. On this basis, TSU/TAMU is invited to discuss the current use of the senior scheme within TEK.

Recommendation

It is recommended that TSU/TAMU discuss the current use of the senior scheme within TEK.

Minutes

Martin H. Thygesen initiated the discussion by noting that several staff members have requested senior days, and the experience is that they are frequently refused or denied. Martin H. Thygesen emphasised that senior days are considered a valuable benefit for senior employees and an effective means of retaining them for a longer period. He enquired whether a formal policy exists on this matter.

Gry Green Linell informed that a letter had been sent to Christian Bilde concerning cases where senior days were denied, and it stated that current management policy does not grant senior days. While the arrangement remains negotiable, employees perceive a change compared to previous practice.

Henrik Bindlev clarified that senior days are one of several possible benefits and involve reduced working hours without a corresponding reduction in salary, which effectively constitutes a salary increase. He emphasised that senior days are not an entitlement but an option, applied where they are considered an effective tool for retaining staff. All requests are perceived and handled at an individual level while also looking at relevant conditions in the workplace such as reduction in hours without reduction in pay

Henrik Bindlev acknowledged that there has been a change in the allocation of senior days but stressed that this is not due to a management policy. The perceived change stems from the fact that senior days were previously regarded as a right, which they are not.

Questions were raised regarding the management level at which decisions on senior days are made, and it was agreed that procedures for handling such agreements should be clarified.

10. Follow up on the recent evacuation drill

By Susanne P. Arnsted

Background

From 16 September to 29 October, evaluation drills have been carried out at all TEK locations, except for Lindø. A written summary of the evaluation exercises is attached as an appendix. At the meeting, Susanne P. Arnsted will highlight the most important learning points.

Recommendation

It is recommended that TSU/TAMU provide feedback on the evacuation drill.

Appendix

[10.1. Practical Evacuation Drills at TEK 2025](#)

Minutes

Susanne P. Arnsted reported that all employees have received at least one email regarding evacuation drills for their respective locations. Only Lindø LSP remains to complete the exercise. Last year, TEK was commended for its performance, and this year the feedback was even more positive. TEK's largest single location, Sønderborg, successfully evacuated in just six minutes. In Odense, building 44 was cleared in six minutes, and building 42 in four minutes. The results have been very well received and demonstrate that our new evacuation concept is working effectively.

11. My Green Lab

By Susanne P. Arnsted

Background

SDU has launched a project to achieve sustainability certification for laboratories through the *My Green Lab* programme. At the meeting, TSU/TAMU will be briefed on the initiative and the current certification status within TEK.

Recommendation

It is recommended that TSU/TAMU take note of the briefing.

Minutes

Susanne P. Arnsted provided an update on the My Green Lab certification, based on the [attached slides](#). This sustainability certification is expanding rapidly, and SDU is currently a front runner in Denmark. It forms an integral part of SDU's strategy to certify our laboratories. The certification covers 14 different areas, including field-work. Implementing this initiative is essential as it supports SDU management decisions, advances sustainability goals, contributes to student education, and can significantly strengthen our ability to attract research grants.

At TEK, progress has been strong. The process began at IGT, and MCI, IME and ITI are awaiting assessment at the end of the year. Recertification takes place every two years, with a lighter follow-up process. MMMI is the only department that has not yet started, partly because it needs to be clarified whether the concept should be adapted for non-wet labs.

Jeroen Bergmann expressed enthusiasm for the initiative, describing it as a very exciting and well-designed programme. He agreed that it is important to push for a more engineering-relevant questionnaire but emphasised that the overall concept is strong, as it positions SDU as a leader in promoting green laboratories.

12. News from HoAMU

By Lars Duelund

Background

Short briefing

Recommendation

It is recommended that TSU/TAMU take note of the briefing.

Minutes

No updates were provided, as no HoAMU meeting has been held since the previous TSU/TAMU meeting.

13. Status of near misses and accidents at work including learning points from safety

By Heads of Department

Background

The attached appendix provides an overview of accidents, near-misses, and occupational diseases, as well as learning points from safety inspections that have emerged since the last TSU/TAMU meeting. At the meeting, the heads of department will elaborate on the reported activities.

Recommendation

It is recommended that TSU/TAMU discuss the reported activities.

Appendix:

13.1. [2025-12-16 Accidents, near-misses and occupational diseases.docx](#)

13.2. [2025-12-16 Safety Inspections - TEK Learning Points.docx](#)

Minutes

Jeroen Bergmann elaborated on two recent incidents from ITI. The first involved a grid covered by leaves, which caused a person to trip and nearly hit their head

against a concrete stand. Immediate corrective actions were taken. The second incident occurred in a laboratory working with concrete, which produced smoke. When the doors were opened, the smell spread throughout the building. Work was stopped, and a meeting was held to review the processes, emphasising that operations should cease immediately if there is noticeable odour or increased heat, and to establish clear guidelines for safe procedures.

Christian T. Veje reported on an incident that had been mentioned at the previous meeting but now has a confirmed root cause. When the filter was opened, a fire occurred. The situation was handled promptly, and Technical Services were called. It was later discovered that the company had implemented a new procedure but had failed to communicate it properly.

14. AoB

Minutes

1) Update on self-organisers and obligation to register project hours

Malene Rask reported that since the last meeting, discussions have taken place with SDU HR, SDU Finance, and TEK Finance. She presented a brief overview (see [attached presentation](#)) of the different rules applied depending on whether an employee's salary is funded by projects. In general, when an employee receives salary funded by an external project, they are required to register general work up to the annual norm to document against double funding. While the system can support different approaches, most employees consulted experience that they must register up to the annual norm. SDU HR is currently not in a position to solve this, so the next step will be a meeting with HR in January to determine whether this is a system issue that can be fixed or if an alternative solution is possible. To support this process, she requested that participants share specific cases for review, so the issues can be clearly defined when discussing them with HR.

Henrik Bindslev elaborated that some scientific staff are required to log daily activities to meet the annual norm, which does not reflect reality and far exceeds what is necessary.

Gry Green Linell supported this view and highlighted a conflict: employees are told they are self-organisers and have lost certain rights (such as the 48-hour rule), yet they are still required to register hours.

Kasper Hallenborg confirmed that he is happy to be involved in reviewing cases and raised an additional point regarding documentation requirements, noting that current practices appear far more detailed than those required by grant providers. He also explained that employees with a supplementary contract are exempt from registering hours. Henrik supported this and stated that the use of supplementary contracts should be looked into as a possible approach to avoid the need for hour documentation.

2) Responsibility for occupational health and safety in relation to student activities

The theme will be addressed at the next TSU/TAMU-meeting.