

Minutes from TSU/TAMU-meeting

22 April 2026

Date and time	Monday 9 March 2026, 8.15-9.45	juna
Location	Tesla or Teams	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 Due-lund, Mogens Melskens Pedersen, Malene Rask, Susanne P. Arnsted, Gry Green Linell, Julie Nauerby Kristensen	
Guests:	Item 3: Karna Kühnell Gautier, SDU HR Item 4: Thomas Skjødeberg Toftegaard, TEK	
Cancellation from	Sussie luel-Brockdorff	
Meating Leader	Henrik Bindslev	
Secretary	Julie Nauerby Kristensen	

1. **Approval of Agenda**
By Henrik Bindslev
- Minutes:**
Henrik Bindslev introduced the item by stating that both Danish and English are legitimate languages at TSU/TAMU-meetings. He primarily uses English, but all participants are welcome to speak Danish.

The agenda was approved.

2. **Approval of minutes**
By Henrik Bindslev
- Appendix**
2.1. [2025-12-16 Minutes TSU TAMU - EN.docx](#)
2.2. [2025-12-16 Referat TSU TAMU - DA.docx](#)

Minutes:
The minutes were approved.

3. **SDU's Staff Policy**
By Karna Kühnell Gautier, SDU HR
- Background**
A new staff policy has been approved by SDU's management and the Central Liaison Committee. It sets a common direction for how the University as a workplace supports well-being, development, strong professional environments and good conditions of employment – and how all employees should contribute to SDU's ambition to create knowledge and value for and with society. The policy is built around four themes that together form the framework of SDU as a workplace:

c. 8:15–8:45

Well-being and inclusive communities, recruitment, employment and career and skills development.

As part of the implementation process, the staff policy is to be discussed by the liaison committees. Karna Kühnell Gautier from SDU HR will attend the meeting to present the policy and facilitate TSU/TAMU's discussion on how it can be effectively embedded within the organisation.

Recommendation

It is recommended that TSU/TAMU discuss how SDU's Staff Policy can be effectively embedded within the organisation at TEK.

Appendix

- 3.1. [Staff Policy of the University of Southern Denmark \(EN\)](#)
- 3.2. [Syddansk Universitets Personalepolitik \(DA\)](#)

Minutes

The item was introduced by Henrik Bindslev, who informed that the Executive Board and HSU have approved a new staff policy. He explained that the policy is more value-based than the previous one and intended to underpin the university's overall strategy. He emphasised the importance of actively integrating the policy into everyday work.

Karna Kühnell Gautier subsequently presented the content and background of the staff policy ([see attached presentation](#)). The policy is based on academic freedom and well-being at the university and have been developed through a structured process involving drafting, discussion and anchoring in the staff policy committee and HSU. The policy was approved in December 2025 and applied from 1 January 2026.

She noted that the previous staff policy is more than ten years old and no longer adequately reflected the challenges and demands facing the university today. While the fundamental values remain largely unchanged, several values have been clarified, including freedom of research. The new policy is structured around four overarching themes, with an increased focus on cooperation, leadership, culture and behaviour, cross-collaboration, and individual employment conditions.

She emphasised that the policy is now more value-based and provides a common direction rather than detailed instructions. It outlines expectations regarding leadership and employee development and clarified roles and responsibilities. She further explained that the policy is intended as a dialogue tool to support discussions in, for example, MUS, recruitment and complex personnel matters, and that it required local interpretation and implementation

The policy was discussed:

Susanne P. Arnsted expressed support for the value-based focus of the policy but stressed that clear guidelines remain important, particularly in relation to personnel management and MUS. Karna Kühnell Gautier clarified that rules and guidelines will continue to exist but will be separated from the policy.

Horst-Günter Rubahn welcomed the policy and highlighted the positive focus on values, the four themes and competence development. He underlined the importance of discussing how values are translated into practice.

Henrik Bindslev raised the issue of how freedom of research should be understood in a context where the faculty is highly dependent on external funding. He emphasised the need for realistic and open discussions about this tension.

Christian Veje noted that freedom of research does not override what employees are hired to do and stressed the importance of clarity in employment expectations.

Kasper Hallenborg pointed out that increased reliance on external funding required a more strategic and coordinated approach across the organisation.

Jeroen Bergmann linked the discussion to career development and noted that research freedom is closely connected to individual track records.

In general TSU/TAMU encourage local focus and discussion on the topics and values in the Staff Policy.

4. Study structure for SDU's master's degree programmes

By Thomas Toftegaard

Background

Because of the master's degree reform, SDU is required to introduce new one-year master's degree programmes, and the existing two-year master's degree programmes must be shortened by one month. SDU must therefore establish a revised programme structure that takes the necessary academic and administrative considerations into account.

c. 8.45 – 9.00

The Rectorate has prepared a proposal for a future study structure for SDU's master's degree programmes. This proposal has been circulated for consultation to study boards, academic councils, and local liaison committees, as well as to relevant units within the Central Administration with deadline 11 March 2026.

Consultation responses must be submitted using a standardised template addressing the following questions:

- Which considerations do you regard as the most important for a future study structure? Feel free to describe considerations not addressed in the material.
- Do you agree that the proposed structure is the most appropriate? If relevant, please elaborate on why you agree or disagree.
- Do you have any additional comments?

Recommendations

It is recommended that TSU/TAMU discuss the proposal based on the three consultation questions concerning key considerations, the appropriateness of the proposed structure, and any additional comments

Appendix

- 4.1. [Consultation letter and proposal - study structure for SDU's master's degree programmes](#)
- 4.2. [Template for preparing a consultation response](#)

Minutes:

The item was introduced by Thomas Toftegaard, who explained that the master's degree reform entails a general requirement to reduce the duration of the two-year master's programmes by one month, which have proven difficult to implement in practice. A compromise proposal has therefore been developed. In the process it was emphasised that TEK do not support a reduction of the master's thesis period. Alternative solutions, including the use of vacation periods, have been considered, but were challenged by the need of identical examination periods across semesters. An earlier proposal to conclude the third semester before Christmas has been rejected due to the implications for examination planning and programme structure. Under the current proposal, examinations will take place at the beginning of January, with the new semester commencing in mid-January.

The proposal was discussed:

Christian Veje reported that the matter has been discussed in the Department Council, where the proposal was regarded as the least problematic option. He raised concerns regarding administrative feasibility, noting that examination planning was already challenging, particularly regarding rooms and scheduling, and that it might become necessary to change examination formats.

Gry Green Linell pointed out challenges related to the workload involved in reading and assessing many reports within a more compressed time frame, and that the proposal will require additional staff resources, as more work would need to be carried out in a shorter period.

Martin H. Thygesen highlighted the risk of increased stress for students if the examination period is compressed. He also noted potential difficulties for students involved in company collaborations, particularly in obtaining non-disclosure agreements in the transition between in-company projects and the master's thesis.

Kasper Hallenborg expressed concern about students undertaking international semesters, for whom the proposed structure could be difficult to accommodate. He said he doubts the proposal will work as planned.

There was a common agreement on the importance of continued securing the quality and research foundation for the master thesis.

5. Financial status Background

By Henrik Bindslev The financial overview is presented and discussed.

c. 9.00-9.10

Recommendation

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

Appendix

5.1. [Financial overview](#)

Minutes

Henrik Bindslev reported that the faculty closed the previous year with a surplus of approximately DKK 5 million, which is modest in relation to the total turnover. Combined with the existing balance, the faculty now holds around DKK 20 million.

External income in 2025 amounted to approximately DKK 300 million, continuing a positive trend from previous years. Educational income has increased over time but is now levelling off due to slower growth in student intake. For 2026, a lower intake is expected in Sønderborg, which may lead to lower educational income in the coming years.

Looking ahead the faculty is expected to grow, primarily driven by external research activities. While the budget estimates external income at DKK 344 million, we assess this as conservative and estimates a more realistic level of around DKK 370 million. For the coming year, a result close to zero is anticipated, with an uncertainty of at least \pm DKK 10 million, but it is acceptable and consistent with both the Faculty's and SDU's strategy of strengthening research capacity.

He underlined that the faculty remains strongly grant-based and that this will not change. He noted that SDU's research impact is improving and highlighted that citation-based indicators place SDU at the top nationally. External funding is expected to continue growing towards the end of the period, though at a slower pace than between 2025 and 2026, with an average annual growth of around 10%, which he described as a conservative estimate.

The status was discussed:

Horst-Günter Rubahn noted that developments in Vejle should also be considered when assessing educational income and expressed the hope that potential declines in Sønderborg could be partly offset by increased activity in Vejle. He further raised a concern regarding planned renovation activities in Sønderborg from 2027, which may affect the level of activity possible during the renovation period.

Jens Ejbye Schmidt asked how the faculty would see the return of the increased overheads paid centrally and where this would be reflected in the budget.

Henrik Bindslev explained that the return of overheads is reflected in the research funding line ("Forskning"), which is calculated with a time lag based on historical external activity. He noted that this delays the return of funds during periods of growth. He added that departments have received increased base funding through internal redistribution, including contributions from educational activities.

He further emphasised the importance of balancing different types of research grants, noting that some private foundation grants are less financially sustainable, while others – including EU programmes – better cover actual costs. A balanced grant portfolio was therefore highlighted as important for maintaining a sustainable overall economy.

6. 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.

c. 9.10-9.20

Attached to the agenda is an overview of the status of performance reviews (MUS) for staff at TEK. Based on this overview, the categorised summary below has been prepared.

		FAKADM	IGT	IME	ITI	MCI	MMMI	Total
Conducted	Conducted – 2025	23	69	94	86	57	109	438
	Conducted – end of 2024		4	14		2		20
	Conducted – early 2026			4	1		2	7
	Total conducted	23	73	112	87	59	111	465
Not conducted	Reason not specified	1		2	3	1	58	65
	Due to organisational circumstances	50			3			53
	Due to vacant managerial position	13					8	21
	Due to changes in employment / personal circumstances	5		44	14	6	17	86
	PDR offered but declined					9		9
	PDR conducted as part of PhD supervision						9	9
	Total not conducted	69	0	46	20	16	92	243
Total	92	73	158	107	75	203	708	

Recommendation

It is recommended that TSU/TAMU discuss the status of completed MUS/PDRs from the previous year.

Appendix

6.1. [MUS-PDR at TEK 2025 \(confidential\)](#)

Minutes:

Malene Rask provided a brief overview of the matter. She referred to the overview presented in the agenda and explained that further details were set out in the appended documentation. She invited the members to submit any remarks or comments.

The matter was discussed:

Jeroen Bergmann stated that the situation is somewhat challenging, but that work is ongoing. He referred to a change in leadership.

Kasper Hallenborg commented that the situation was largely similar in his area. He noted that the figures reflected the entered number of MUS conducted, not the conducted number of MUS.

Any corrections or updates to the overview should be sent to Malene and Julie.

7. Salary Structure for Qualification Allowances

By Gry Green
Linell

c. 9.20-9.30

Background

In connection with new appointment and salary negotiations at TEK, here is a demand for guidelines outlining which qualification allowances may be awarded and the criteria on which such allowances are granted.

It is expected that the salary negotiation process for new appointments can be easier if both HoU and the employee representatives (TR) are familiar with the structure for allocation.

At SUND, negotiations are currently underway regarding the introduction of a salary structure like the one in place at DTU, based on the following framework:

- SDU's overall salary policy
- SDU's salary negotiation process
- The AC collective agreement and the framework agreement on the new pay system

DTU has a clearly defined salary structure for academic staff, for example with the following categories (2012 price level):

- Researcher / Assistant Professor salary level
 - a: DKK 0
 - b: DKK 20,000
 - c: DKK 30,000
- Associate Professor / Senior Researcher
 - 1a: DKK 0
 - 1b: DKK 20,000
 - 1c: DKK 40,000
 - 2: DKK 65,000
 - 3: DKK 90,000

For each category, there is a description of the competencies required at that level (see appendix).

Recommendation

It is recommended that TSU/TAMU discuss the proposal for a structured framework for qualification allowances at TEK.

Appendix

7.1. [DTU Salary Structure AC Academic Staff – 2021 \(EN\)](#)

7.2. [DTU Lønstruktur AC VIP - 2021 \(DA\)](#)

Minutes:

The item was introduced by Gry Green Linell, who presented considerations regarding the possible development of a more structured framework for describing qualification levels and associated salary progression. The background for raising the topic was the need for clearer explanations to new employees, particularly international staff, regarding opportunities for qualification supplements and expectations related to salary development. It was noted that such a framework is not currently implemented at SUND, and the purpose of the discussion was to assess broader interest before any further work is undertaken.

The matter was discussed:

Jeroen Bergmann supported a clearer structure for international staff but cautioned against a direct link between tasks and salary and against comparisons with other universities due to ex. living costs.

Jens Ejbye Schmidt found a structured approach potentially beneficial, provided it does not conflict with ongoing merit-based work

Horst-Günter Rubahn warned that such a system could create expectations and highlighted annual financial constraints and the need for flexibility

Henrik Bindslev referred to challenging experiences with similar models at DTU and pointed out differences in salary levels across universities, emphasising the need for differentiation among staff.

Christian Veje added that the question is frequently raised during recruitment interviews.

Martin H. Thygesen stated that the idea could be relevant if clearly adapted to the SDU context.

Kasper Hallenborg expressed concern that the initiative could shift focus from competences to salary and cautioned against publishing material enabling direct comparisons with other universities.

Gry Green Linell added a lack of salary transparency for international staff and high expectations at recruitment stage, acknowledged potential conflicts, and suggested a lighter, SDU-adapted version

Henrik Bindslev concluded that the topic should be discussed further at an upcoming Leadership Group (LG) meeting with employee representatives.

8. Information on a new joint flexitime agreement at SDU

By Malene Rask
c. 9.30-9.33

Background

SDU is currently developing a new joint flexitime agreement through negotiations between management representatives and employee representatives. The agreement will apply to technical and administrative staff (TAP), excluding managers as well as special and senior consultants, across the university. The negotiations are based on the flexitime agreement currently in force in the Central Administration.

The parties are close to finalising the agreement, which is expected to be signed by the Rector and the relevant union representatives/trade unions. Union representatives will be invited to a meeting on the agreement in March, and information will also be provided at the Central Liaison Committee meeting on 10 March.

TEK has its own local flexitime agreement, approved by TSU in 2010. The agreement is of older date and plans to revise it have been postponed pending the development of a joint SDU-wide agreement. Upon agreement and conclusion of the new joint flexitime agreement, it is recommended that TEK's existing agreement will be replaced

with the new joint agree immediate effect, irrespective of the notice period stipulated therein.

Alongside the development of a new flexitime agreement, work has been underway to prepare a new flexitime solution. The current system, Buanco/Flexicon, is technically outdated and will reach end of life in 2026. Flexitime employees will therefore transition to mTIME, which is already widely used at SDU for project and other time registration.

The flexitime setup in mTIME is currently being pilot-tested and will be rolled out between March and June 2026. Employees and managers will be introduced to the system ahead of the transition, and existing flexitime balances will be transferred from Buanco to mTIME.

Recommendation

It is recommended that TSU takes note of the information regarding the development of a new joint flexitime agreement at SDU, including that TEK's existing flexitime agreement will be terminated once the new agreement has been signed.

Minutes:

Malene Rask explained that the purpose of the item is to inform TSU/TAMU about the ongoing negotiations on a new joint SDU-wide flexitime agreement for technical and administrative staff (TAP), excluding managers as well as special and senior consultants. The negotiations are based on the flexitime agreement currently in force in the Central Administration. Malene outlined that that once the new joint agreement has been signed by the Rector and the relevant union representatives, it is recommended that TEK's existing local flexitime agreement from 2010 be terminated and replaced with the new agreement with immediate effect, irrespective of the notice period stated in the current agreement. The background for this recommendation, including the notice period in the existing agreement and the parallel work on a new flexitime system (mTIME), was briefly presented ([see attached presentation](#)).

Gry Green Linell noted that she had been informed that the current local agreement at TEK is not valid due to not having been agreed at the correct level.

TSU/TAMU approved that TEK's existing local flexitime agreement will be terminated upon signing of the new joint SDU-wide flexitime agreement.

9. APV-24 Status and Update of Action Plan

By Susanne P. Arnsted

c. 9.33-9.35

Background

As part of the APV-24 action plan, following faculty-wide actions were agreed at the TSU/TAMU meeting 10 June 2025:

- *Stress workshop for the entire TEK Management ("HoU Group").* The workshop was held 12 January 2026, combined with information about the possibility of booking HR for targeted initiatives in relevant departments.
- *"Stress" as special theme in 2025/26 PDR/MUS:* It was decided at the TSU/TAMU meeting 16 December 2025 that the theme "stress" will continue as a special

focus area in MUS in 2026. As agreed, the questions have been adjusted so that they also include possible challenges with “time for reflection” (“fordybelse” in Danish).

- *Webinars about DEI and offensive behaviour for all employees.* At a status meeting with HR and GET 25 November 2025, it was concluded that the departments have already come very far with local initiatives and that the expected effect of webinars would be marginal. HR and GET recommend further local activities and focus if needed instead of webinars. It is presented to TSU/TAMU’s approval that the Overall TEK APV-24 action plan is updated accordingly and that further activities are coordinated at department level.
- *Organisation-wide challenges in connection with commissioning of new IT systems.* The challenges differ a lot among the departments and actual systems. It is therefore assessed that the possible solutions are hard to address at a common level. Head of the Faculty Administration will bring the experiences and challenges into consideration when attending strategic discussion across SDU. It is presented to TSU/TAMU’s approval that any other follow-up is very specific and takes place at department-level, and that the Overall TEK APV-24 action plan is updated accordingly.

Recommendation

It is recommended that TSU/TAMU approves the updated overall TEK APV-24 action plan in accordance with the above

Minutes:

The item was addressed in writing ([see attached documents](#)).

10. News from

HoAMU

By Lars Duelund

c. 9.35-9.40

Background

Short briefing

Recommendation

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

Minutes

Lars Duelund informed that the current term of office for health and safety representatives will be shortened to 2½ years. As a result, election will take place at the end of this year. This is done to align with the annual cycle of health and safety activities, for example to ensure that the start-up of newly elected representatives does not coincide with the APV process.

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

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.

safety inspections

By Heads of Department

Recommendation

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

c. 9.40-9.45

Appendix:

- 11.1. [Accidents, near-misses and occupational diseases by 2026-03-09](#)
- 11.2. [Safety Inspections - TEK Learning Points by 2026-03-09](#)

Minutes:

It was concluded that no serious cases had taken place.

12. AoB

Minutes:

No AoB.