Department of Political Science and Public Management

Staff Policy

Content

1. INTRODUCTION

At the Department of Political Science and Public Management, we study and teach political and journalistic phenomena. We do this on the basis of many different professional backgrounds and in a variety of theoretical, methodological and empirical approaches.

1.1 Introduction to the Work Environment

The staff policy for the Department of Political Science and Public Management should be seen as a supplement to the [Staff Policy Guidelines for the University of Southern Denmark](#) (SDU). The department's staff policy provides the overall framework for the opinions, sub-policies, procedures and initiatives within a variety of areas that together regulate the work life within the department. The individual sub-policies, procedures, initiatives, and principles are described in further detail separately in documents on our [employee portal](#).

The staff policy is discussed every year in the Department Council with the aim of evaluation and possible updating. The policy might also be updated ad hoc in case it proves insufficient on a given matter. The policy is available online on our employee portal. Questions and suggestions for additions or changes should be directed to the secretary of the Department Council.

2. RECRUITING AND EMPLOYMENT

2.1 Recruitment Policy
The Recruitment Policy describes the department's approach to recruitment of staff – from the decision to open a position until a new employee is taken on board. The recruitment process describes initiatives designed to ensure a sound introduction and welcome to the department.

The Scholarly Qualification Matrix describes the criteria which are deemed essential for the department in qualifying for a scholarly position as well as the department's expectations about responsibilities across job categories. In addition to this, the purpose of the matrix is to provide transparency on the application process for jobs at the department. This makes the matrix an important document for current and prospective employees who seek guidance for career choices, and for applicants preparing a job application regardless of the level of employment (from PhD Student to full professor).

The current matrix is approved by both the Dean of the Faculty of Business and Social Sciences and the Academic Council. Thus, major and substantial revisions must involve consultation of the Academic Council and the Dean.

2.3 Onboarding of New Employees
The purpose of the onboarding process is to provide clarity on who does what and when, so that all newcomers at the department feel welcome and become confident with the structures of the department as soon as possible after employment. You can read more about the onboarding process at the department here.

2.3 PhD students
As a PhD student – and thereby new to the world of research – there might be a special need to become familiar with the formal and informal structures of the department and academia as such. To ensure that PhD students have a good onboarding experience, a special and extended 'buddy arrangement' is established for this group. Furthermore, a separate folder has been prepared with some good advice for new PhD students. PhD students should also be aware of the work duties in addition to their PhD project-related work, which you can read more about here.

2.4 Senior Staff
When reaching seniority, staff may desire to partly or fully retire, but remain affiliated with the department. The department strives to meet senior employees' wishes in regard to the amount and content of their job, by offering retirement and part-time schemes. If possible, research and office facilities are made available for the employees who are covered by some form of work-related retirement.

2.6 Resignation
An employee who wishes to resign from a position is obliged to inform the Head of Department of their decision within the contractual rules of the term of notice. The employee is entitled to a written confirmation/certificate of their period of employment and the job tasks carried out, if requested.

2.7 Affiliation of Former Employees

Upon request, the department will – to the extent it is administrative and legally possible – offer employees in temporary positions a non-salaried affiliation with the department for a period of up to six months after contract expiration. This is only possible as long as the employee is not employed elsewhere.

2.8 Secondary Employment

Employees at University of Southern Denmark are permitted to take up secondary employment in addition to their employment at the University in so far as the secondary employment is consistent with the duties required of the employee in the employee's main job at the University. If in doubt, employees should discuss the option of secondary employment with Head of Department.

Employees employed in scientific posts at associate professor level or above must report secondary employment or activities upon commencement and each following year to Head of Department.

You can find the full guidelines on secondary employment, incl. which types of secondary employment should be reported here.

3. THE WORK

3.1 Work Effort and Tasks
The main tasks of the journalistic lectures and academic staff are 1) teaching/supervision, 2) research, 3) knowledge-sharing, 4) administration (see elaboration below). The technical/administrative staff arranges their tasks individually with the management.

It applies to all employees that the work effort of everyone should correspond to the job position and is specifically arranged in connection with the annual employee development dialogue (EDD) (see section 5.2). Moreover, everyone is expected to actively participate in committees, collegiate bodies as well as other academic and administrative fora.

The work effort should be arranged in ways that make the tasks predictable and foreseeable, and management does its best to shield individual employees against conflicting and incompatible demands. All employees are expected to deliver an appropriate work effort in which they contribute to solving the department's total amount of work. Equally important; no-one should have a total workload that exceeds their capacity (see section 6.3).

> ➢ While the department management *has a responsibility* to arrange work tasks in an appropriate way regarding amount and content, cooperation with the individual employee is crucial because academic staff have a great degree of freedom and autonomy when it comes to selecting tasks. Thus, it is important that employees keep their immediate manager informed about their general workload and self-assigned obligations – and ask for guidance whenever the total workload exceeds the individual's capacity.

3.1.1 Norms for Teaching
All employees at the department (except for the administrative staff) are covered by the Norm System at the Department of Political Science and Public Management. All norm-set activities, typically teaching, supervision and administrative obligations, must be registered in the system. This also applies to employees that may have reduced teaching obligations (e.g. some manager or externally funded researchers). Special agreements on norms are rare and can only be made in extraordinary situations – and such agreements will be publicised to ensure transparency.

3.1.2 Research and relevance activities
Academic employees are free to pursue their own research agenda but should follow the guidelines in the departmental policy on Open Science. There is no set publication measure for individuals, however, but VIPs are expected to publish internationally and in peer-reviewed outlets (either books or journal articles).

All employees with research obligations are expected to contribute to meeting the university's dissemination obligations as well as the department's strategy on outreach and societal relevance. Relevance activities may take many different forms, e.g. media appearances, meetings with shareholders, innovation projects, research projects with external stakeholders etc.

3.1.3 Professional Development

All employees must contribute to the teaching and study environment, and to solving the department's entire teaching obligations. Senior staff are expected to teach at various levels within their academic field, broadly defined. All staff are expected to continuously update courses and course material and to ensure a career long development of pedagogical competences. Employees are also expected to develop their own research-related competences, e.g. via academic conferences, seminars, workshops or courses on relevant matters.

Professional development plans are discussed at the annual Employee Development Dialogue, and the department is inclined to support such professional development in terms of both time and money to the fullest extent possible. As a rule, further education and the like should be planned in the EDD and funding sought through the Head of Department, while participation in conferences and seminars is coordinated and granted by the Head of Section, independent of the EDD.
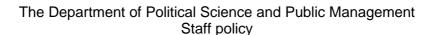
3.1.4 Administrative Obligations

All academic positions include some administrative obligations that are not norm-set, such as membership of elective bodies, sitting on assessment/hiring committees, development of the department's portfolio of study programmes, coordination of section meetings, outreach coordination, and ad hoc working groups. The administrative obligations are distributed by the department management, and the extent will vary.

Research, development, administration and the well-being of the department and the university transpire in several different fora. Follow the links to gain more information about:

- Sections at the department:
  - Organizational chart
  - Overview of the sections at the department
- Department Council
- PhD Course Committee
- Study Board of Political Science, Journalism, Sociology, and European Studies
- Study Board of the Professional Master's Programmes at BSS and Health Sciences
- Study Board of the cand.public.
- PhD Committee (faculty)
- Academic Council (faculty)
- Gender Equality Committee (faculty)
- The Occupational Health and Safety Committee (faculty)
- The Liaison Committee
- Female Researchers' Network
- The Network for Postdoctoral Researchers and Assistant Professors
- University Councils, Boards and Committees

3.1.5 Personal profile page

All lectures and researchers at SDU have a personal profile page on the SDU website with an online business card; and it is the responsibility of each employee to update this website with relevant information, including CV, research output, teaching portfolio, photo and assignments. The core information on the website such as name and position are updated through SDU's HR-system, HCM,. Research output, community service and teaching are drawn from PURE (www.sdu.dk/pure). It is each individual's responsibility to ensure that all required activities are registered in PURE. Find the complete list of what to register here.

Note that Danish press clippings are automatically registered, but that contributions to international newspapers or similar should be registered manually. Everyone is encouraged to update PURE continuously and it must be done four times a year with deadlines in January, April, July and October (all employees will receive a reminder before these deadlines). To the extent publishers allow Open Access, the Head of Department encourages uploading a pdf file of the article in PURE to further Open Access of the Department's research.

Lectures and academic staff are required to have an ORCID (Open Researcher and Contributor ID), an up-to-date CV and a teaching portfolio on their profile page at the SDU site. Both the CV and teaching portfolio should be generated in the PURE system and can easily be created on the basis of the publications and activities already registered.

Guides to the PURE system are available on the SDU website and questions about the practicalities in PURE should be directed to puresupport@bib.sdu.dk.

3.2 Contribution to the Working Environment

To solve the department's tasks and to create and nurture a well-functioning working and study environment, it is paramount that all staff members contribute to the daily work and social environment at the department (in Sønderborg and Odense). Direct face-to-face interaction is the best way to ensure a good flow of information and a supportive collegial and professional atmosphere amongst (the different groups of) staff and between staff and students.

The department appreciates that certain tasks can be completed just as well off-campus (at home or elsewhere) as on-campus. Moreover, a range of work tasks require traveling (locally, nationally, and internationally) and often such tasks transpire outside regular working hours or in weekends. The department offers academic staff significant autonomy to plan their daily work, including the possibility to work at home occasionally when tasks and obligations permit it. If employees wish to have regular days working at home (e.g. every Monday), this must be coordinated with the relevant Head of Section.

The flexible nature of the work has value for the individual employee and the department alike. It is crucial, however, that the flexibility does not turn into either constant work (which very likely leads to work-related stress) or an atomized environment (which is counterproductive to collaboration, innovation, and a good psychosocial working environment). Staff is expected to be present at the department on a regular basis, but everybody have the opportunity to work from home two days a week on average during the semester to ensure flexibility.[1] However, all staff must be reachable (either in person at campus or on phone/email) during standard office hours (9-16), unless indisposed by e.g. meetings, teaching, traveling, sickness, holidays or leave. To keep the secretariat and colleagues informed of your presence, all activities that do not take place in the office (including time off, teaching and working from home) must be registered in the Outlook calendar, see section 4.2.1. Employees are also expected to note their presence on the glass next to the door of their office two weeks ahead, so students and colleagues can see when you are present at the department. If you have to be away for a longer period of time, then please note when you will be back.

To create and maintain a thriving working environment, all employees are strongly encouraged to participate in joint events such as Wednesday bread (the first Wednesday each month at 09:30) and lunch in the department's lunchroom (at 11:30-12:30 every day).

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[1] In the start of January and August and when staff travel, participate in conferences or write a monography, we allow for even more flexibility and do not expect staff to be present at the department to the same extent.

It should be noted that a lack of contribution to the general tasks and/or the study and working environment is considered problematic, and a prolonged lack of contribution will be addressed by management.

3.3 Department Seminars, Meetings and Activities

Usually, the department arranges one department seminar per semester, the seminars will alternate between teaching and strategic issues concerning the entire department. Every other year, one of the department seminars takes place off-campus and lasts for two days. Attendance is mandatory for seminars. Twice per semester a departmental information meeting is held. The purpose is to share the most important issues occupying the management at the given time. Attendance for information meetings is expected.

In addition to the regular department seminars and information meetings, the department arranges a variety of academic events of which the most regular are described below. In consideration of the overall working and study environment, all employees are either strongly encouraged or expected to participate in such activities as much as possible:

- *Inaugural lectures:* All department employees are *encouraged* to participate. Members of the relevant section are *expected* to participate. The department usually hosts a reception afterwards.
- *PhD defence:* All department employees are *encouraged* to participate. Employees within the relevant section are *expected* to participate. The department usually hosts a reception afterwards.
- *PhD mid-term evaluations:* Section members as well as all PhD students are *expected* to participate.
- *Various workshops/seminars etc. arranged in the different academic environments:* Research sections and centres regularly organize events (e.g. external guest lectures and seminars) which might be of interest across the department. Members of the organizing section are *expected* to participate in such events. Moreover, organizers are *expected* to invite the whole department if circumstances allow (see how in section 4.2).
- *Wednesday bread.* The first Wednesday each month at 09:30 the staff get together in an informal setting. Sometimes a colleague will give a very short talk about a strategically important activity at the department. All employees are *encouraged* to participate.

3.4 Holidays, Illness and Days Off

3.4.1 Holidays

Regular and special holidays are earned and held according to the holiday regulations, the circular about the holiday agreement and the General Collaboration Committee adopted guidelines within the area. Details are described on [SDUnet](#).

Concurrent holidays

As of September 1, 2020, 2.08 concurrent holidays with pay are accrued every month in the holiday year from September 1 to August 31 the following year, to be held in the same holiday year as they are accrued plus four months, a total of 16 months, thus, concurrent holidays can be held from September 1 to December 31 the following year.

Special holidays
Special holidays with pay are accrued in the calendar year preceding the holiday year (May 1 to April 30). Employment throughout an entire calendar year will accrue 5 special holidays to be held in the following holiday year.

You can see an overview of planned holidays in the HCM-system and, here, changes can be made. These changes must be approved by the department (Tina Guldbrandt Jakobsen, tja@sam.sdu.dk). It is not possible to transfer holidays from one year to the next. You can find a guide on how to see and register holidays and absence in the HCM-system here.

3.4.2 Illness and Child Sick days
Illness, including a child's first and second sick day, is reported on the first day by email to Tina Guldbrandt Jakobsen (tj@sam.sdu.dk), who will register the illness. When the period of illness is over, this is also reported. In the case of long-term illness, that is, more than 4 weeks, the Head of Department is obliged to call an absence meeting. The objective of this meeting is to disclose when and how the employee may return to work full- or part-time. Therefore, the meeting is to be considered a care meeting.

> ➢ Please do not hesitate to register sick days – and please do not work on sick days. Sick days are registered in your norm account and will reduce you total teaching obligation. Workload should, over time, balance with the set norms.

3.4.3 Closing Days and Days Off without Salary Reduction
In addition to the public holidays, the University of Southern Denmark is closed on December 24, December 31 and Constitution Day (June 5). On the day of the annual university festival in October, the university closes at noon.

Time off without salary reduction is permitted for consultations with doctors or dentists. Furthermore, blood donors can have time off without salary reduction when giving blood. However, the donors are encouraged to use the mobile blood bank when possible.

In addition, days off without salary reduction are permitted in the extent the work allows this at the following occasions:
- on the occasion of the employee's own 25th, 40th or 50th anniversary in governmental service
- at own, children's or siblings' wedding
- at own or parents' silver, gold or diamond wedding anniversaries
- in case of serious illness, death or funeral of close relatives, that is, spouse/partner, children, parents, siblings, grandparents, parents- or children-in-law
- when moving address.

> ➢ Remember to officially register these types of days too. The days are registered in your norm account and will reduce you total teaching obligation.

3.5 Leave of Absence, Reduced Working Hours and Relocation of Workplace
Employees are generally offered as flexible working conditions as possible within the financial, work-related and strategic frames of the department. The management will usually look favourably at applications for part- or full-time leave of absence, applications for part-time employment or applications for relocation of workplace – i.e. in connection with a period abroad. When applying for reduced working hours, the organization of the work is arranged individually.

3.5.1 Maternity, Paternity, Adoption and Parental Leave

When on maternity, paternity, adoption or parental leave, the employee is by law not allowed to work. If the employee wishes to partake in social activities and departmental meetings while on leave, he or she is of course welcome. It is also possible to arrange a flexible maternity, paternity, adoption and parental leave i.e. part-time or postponement for those interested.

Please be aware that according to maternity law (barselsloven), an expecting mother must inform the Head of Department when she expects to begin her pregnancy leave, no later than 3 months before the expected date of birth. Expecting fathers must deliver this information no later than 4 weeks before the expected date of birth. When adopting, the department should be informed of when reception of the child is expected no later than 3 months before, if possible. For all apply that at least 8 weeks after birth or reception, the Head of Department should be informed about the schedule of the other possibilities of leave.

In order for the employees to have the possibility of research-related update after long-term parental leave, employees (PhD students excluded) may arrange for a teaching-free period within the first year after returning to work. Long-term parental leave is defined as a period of absence of minimum 6 consecutive months.

Furthermore, to ensure employees' possibilities to catch up academically after long-term parental leave:

1. The department guarantees a proportional extension of postdoc and assistant professor positions after parental leave of minimum 3 months. Employees must formally apply for this extension.
2. The department offers to extend postdocs and assistant professors with an additional period after parental leave (1 month for 3-6 months' parental leave and 2 months for 6-12 months' parental leave). Employees must formally apply for this extension.
3. PhD student will automatically receive a proportional extension of both their enrolment and employment with the full period of their parental leave. No formal application is needed.

These agreements are organized together with the Head of Section while considering the overall activities of the department.

Additionally, is it possible for employees to apply for up to 50,000 DKK to secure the progress of their project in relation to scientific work while on parental leave.

An elaboration of rules above can be found at SDUnet.

3.6 Salary

According to the Staff Policy Guidelines for the University of Southern Denmark, the aim is to pay all positions according to the collective agreement. Furthermore, the salary should reflect the work effort, flexibility and willingness to further develop qualifications. The department is subject to the Salary policy for academic personnel at the Faculty of Business and Social Sciences.

All department employees negotiate a wage supplement with the Head of Department through the union representation once a year. Journalists, professors as well as special and executive consults can choose to negotiate by themselves. More information on salary can be found here.

3.7 Technology and IT Support

For the daily work to be as efficient as possible for the individual employee, the management focus on ensuring that everyone has access to technology that can increase the efficiency and simplify the workday, if possible, within reasonable financial frames.

The department does not possess the necessary qualification for IT support, however, the University IT unit, Servicedesk, assists all employees, with IT-related issues. On workdays, the immediate IT assistance can be reached on 6550 2990.

3.8 Administrative Assistance

The Department Secretariat handles managerial, administrative and developmental functions, and is in many respects the connection to the Faculty of Business and Social Sciences and the University of Southern Denmark's other administrative bodies. To be able to match the expectation about which kind of administrative assistance the department offers, see the overview of some of the secretariat's core areas. Please note that the secretariat's primary task is to service the management and daily operations.

3.8.1 Student Assistants

The department employs several permanent student assistants who support the department and the affiliated centres with administrative and research-related tasks. If in need of a student assistant for a task, employment and salary procedures must always be arranged in advance with the secretariat (Tina Guldbrandt Jakobsen, tja@sam.sdu.dk) and the contract must be signed before the work can begin.

4. MUTUAL SHARING OF INFORMATION & LANGUAGE

4.1 Information
All information regarding the department can be found on our employee portal, incl. strategies, policies as well as information on staff conditions, working environment etc.

The purpose of the site is to create one place for employees at the department to find all relevant information and to ensure transparency about decisions made by the management.

4.1.1 News Mail
To proactively share the most important information on a regular basis, the Head of Department sends out an internal news mail at least two times per semester to all employees. This email typically further explains the most important decisions made by the Management Team or the Head of Department. As such, the news mail has a dual purpose to inform a set direction.

4.1.2 Practical Information
Administrative and practical information is distributed via email to employees. Please be aware of deadlines, instructions and other important information sent directly from the secretariat.

4.2 Sharing Information with your Colleagues
If you wish to invite your colleagues to a seminar, workshop or other professional, related activities, please use the distribution list AZ-DL-SAM-STATSKUNDSKAB-ALLE, to reach ALL employees at the department, AZ-DL-SAM-STATSKUNDSKAB-ODENSE, for those located in Odense and AZ-DL-SAM-STATSKUNDSKAB-SØNDERBORG for those located in Sønderborg.

4.2.1 Electronic Calendar
To make it possible to co-ordinate activities and meetings, all employees are required to use the Outlook calendar, keep it updated and share full details with the complete secretariat, Head of Department, Vice Head of Department and Head of Section. The electronic calendar should always clearly show where an employee is, i.e., on vacation, working at home, in a meeting, teaching, attending other work-related activities, or traveling to or from appointments. Activities between 8.00-16.00 must be indicated with both time and place. Whenever the calendar is blank in this period, it means that the employee is working in his or her office. All academic staff is expected to be reachable from 9.00 to 16.00 on workday, unless otherwise indicated by the electronic calendar. You can find a guide on how to share your work calendar with the secretariat and management here.

4.3 Answering Emails
Employees are not obligated to read and answer emails more than once a day on regular workdays. In periods when this is not possible, e.g. out of office, sick, on, holiday etc., please set up an auto reply on your mail account. No one is obliged to answer emails outside regular working hours (8-16), when sick or on holiday.

> ➢ The department management strongly encourages employees to shut down email devices when sick, on leave, on holiday and when taking time off. It is important to have substantial periods without constant thoughts on work-related matters – turning of the flow of emails is thus considered one (not the only) way to reduce the risk of work-related stress.

4.4 Language Policy

The department adheres to the overall principles for using foreign language as defined in [the Policy for the use of Danish and English as working languages at The University of Southern Denmark](). This means that the administrative language is Danish. However, the department always has relatively new international employees and, therefore, all department-wide meetings, administrative and managerial email as well as official department policies are communicated in English.

Language proficiency

International academic staff is expected to be able to contribute to the administrative tasks in Danish as well as the department's Danish study programmes when they have been employed for around three years. At this point, it is not expected that international employees are fluent in Danish nor teach entire classes in Danish, but everyone should as a minimum be able to read and understand meeting agendas, minutes, and appendixes in Danish as well as supervise and correct exam papers in Danish and follow conversations at meetings and in classes in Danish. In addition to this, it is expected that staff which have been at the department for five years or more can carry out oral examinations in Danish and work towards being able to teach in Danish. These expectations appear from advertisements for new positions. To help foreigners meet the expectation, the department offers free Danish courses as soon as a new international employee begins work at the department or a pre-arrival online course.

Furthermore, the general SDU Language Policy stipulates that international academic staff hired in permanent positions after April 1, 2019, are obliged to participate actively in Danish language classes. Within a period of five years from the date of permanent employment, these members of staff are expected to acquire Danish language skills equivalent to level B2 in the Common European Framework of Reference (CEFR). The department provides norms for modules passed, see the norm system for more information. The Dean may, under special circumstances, grant a partial or complete exemption from the requirement, including time frame and level.

Additionally, all academic staff is expected to be able to manage and teach in English, whereas the technical/administrative staff is expected to be able to, as a minimum, communicate with employees and students in English. The department offers, via the university's HR Development Unit, English courses at all levels. All employees in a permanent position with teaching responsibilities is encouraged to complete the certification programme "Teaching in English at SDU".

To ensure that staff have sufficient support in the development of their language proficiency, the Head of Section will help draw up a progression plan together the relevant staff member and follow-up on the progression regularly in the Employee Development Dialogue (see a template for academic staff in the end of the document).

Language in a teaching context

Proficiency in the English language is an important prerequisite for learning in an academic context. Therefore, we ensure that students in all of our study programmes gains experience with the language during their studies. However, it should be recognized that some students may feel uncomfortable speaking English during lectures, and we therefore encourage teachers to allow students to ask questions in Danish whenever possible.

Language policy in daily life at the department

To achieve a work environment at the department that is inclusive, language plays an important role. The department therefore encourage all employees to consider the language preferences and skills of your colleagues when you communicate at the department. In some instances, your colleagues

may prefer that the conversation is conducted in English for them to follow along and participate, while others may prefer to have conversations in Danish in order to improve their skills. We ask staff to be particularly aware of this dynamic in social situations at the department, such as in the lunchroom or at department events, to ensure that all staff members have the opportunity to feel included in our social environment.

Template for a progression plan
Based on discussions in the Management Group and the Department Council, a template for a progression plan has been developed. When a plan is designed for a specific staff member, it should always be individual and take into account the individual's situation and skills and be based on the expectations in the language policy.

Milestone	Timeline
• Item on the agenda at the Employee Development Dialogue, where the staff members latest progression and the expectations going forward is discussed. • Clear communication about the importance of learning the Danish language to be able to contribute broadly to the department's portfolio of study programmes.	
• Increased use of the Danish language – for example at section meetings. • Encourage staff members to write emails in Danish to the secretariat as well as the colleagues in the section that speak Danish and practice Danish skills in everyday life at the department, for example in the lunchroom.	1½ year
• Agreement with the staff member about correcting exam papers in Danish (together with a colleague). • The experience is evaluated in collaboration with the Head of Section and the Vice Head of Department. Based on this evaluation, it is decided whether the assessment of written exams should be a permanent part of the staff member's portfolio. Alternatively, a new milestone should be put in place for this type of task.	2½ year
• Agreement to be a supervisor for a project (internship report, optional assignment, method 3, bachelor, etc.) where the product is in Danish.	3 / 3½ years

• The experience is evaluated in collaboration with the HoS and the VHoD. Based on this evaluation, it is decided whether supervision in Danish should be a permanent part of the staff member's portfolio. Alternatively, a new milestone should be put in place for this type of task.	
• Agreement to be a censor for an oral exam conducted in Danish. • The experience is evaluated in collaboration with the HoS and VHoD. Based on this evaluation, it is decided whether it should be a permanent part of the staff member's portfolio. Alternatively, a new milestone should be put in place for this type of task.	4½ / 5 years

5. EMPLOYEE DEVELOPMENT AND CAREER

The department wishes to provide all employees with good career opportunities. Relevant courses and development processes are offered to each individual, and national and international conference participation is encouraged. It is possible to arrange for teaching-free semesters as well as long-term stays abroad according to agreement with the Head of Department and Head of Section. Furthermore, HR Service at the University of Southern Denmark offers career mentoring with a professional career consultant. Discussion and agreement about career progression fall within the concept of EDD (Employee Development Dialogue).

5.1 Employees in Temporary Positions

Employees in temporary positions of more than a year are offered a meeting with the immediate manager at least one year before the employment terminates. The aim of the meeting is to clarify the employee's wishes and possibilities for a career within or outside the department.

5.2 Employee Development Dialogue

Once a year, each employee has an Employee Development Dialogue (EDD, 'MUS' in Danish) with the immediate manager. If an employee or a Head of Section requests it, the EDD can be held with the Head of Department and Head of Section in tandem.

The purpose of EDD is to make forward-looking development plans to ensure employees always have the competences that the organisation, strategy, and work tasks require, and which are needed to have a good work life and good career development opportunities. The Scholarly Qualification Matrix is used actively in the talk about career development. During the confidential conversation between the employee and the immediate manager, they draw up a development plan with a focus on competence development and development goals.

The need for development is identified based on the faculty's/department's/units' strategies and objectives as well as the employee's career. EDD does not replace the daily dialogue on handling of tasks and well-being. Feedback on performance should therefore not wait for the EDD but be given as a quick response when the situation occurs.

The full description of EDD concept can be found on the site for the Faculty of Business and Social Science on SDUnet.

5.3 Competence Development

All employees are obliged to develop competences. Management generally favours applications for further education for all staff groups at the department when this is economically feasible and supports the employee's work and the strategy objective of the department.

The department annually dedicate a part of the budget to competence development in the Competence Fund. Principles, procedures, and deadlines for application can be found in the policy.

New assistant professors must attend a university educational training (the so-called Lecture Training Programme). Postdocs may also attend if agreed with the Head of Department. The course is

also offered to associate professors or professors who have not attended the university teaching course. SDU-UP (see below) provides such training free of charge.

All PhD supervisors must attend a course on PhD supervision, methods and tools. CUU (see below) provides such course free of charge.

5.3.1 Course Suppliers
Relevant competence-developing activities for both academic and technical/administrative staff are offered by the CUU at the University of Southern Demark. There are also a number of courses in teaching pedagogy offered by the University of Southern Denmark's Centre for University Teaching and Learning (SDU-UP).

Courses designed specifically for the technical/administrative staff are offered by Further Administrative Training for University Employees (AEU) (information available in Danish only).

If agreed with the management, it is also possible to participate in courses offered by other external suppliers.

5.4 Mentor relations
It is of strategic importance to the department to build a positive and supportive environment that can foster competent, competitive, and thriving early career scholars. To realize this, we offer mentorships to promote well-being, reduce uncertainty, and support the academic development of early career scholars in our research collectives. You can read more about the mentor programme for PhD students here and the framework for mentorships for postdocs and assistant professors can be found here.

6. CO-OPERATION AND WORKING ENVIRONMENT

The department prioritizes the physical and psychosocial working environment and well-being of the staff. The ambition is to be in the absolute forefront in terms of a desirable workplace, which can attract and retain skilled and ambitious employees. The working environment must be characterized by mutual support, trust and respect and an open, constructive communication which ensures that all employees (and students) feel appreciated and important to the department. To realize this ambition, everybody must contribute to an appreciative working and study environment, in which staff interact with each other and students.

6.1 Good Practice in Daily Interaction

The department encourages an open and respectful debate on professional views in relation to the academic debate, the academic teaching methods and co-operation with and between the technical/administrative staff as well as students.

To create and preserve sound and constructive dialogues, it is essential that each employee strives to communicate in a dignified language, with a consideration of how others might perceive statements and behaviour. Critique should be communicated in a clear and precise way and directly to those who may be able to act on the critique.

Positive feedback is also highly encouraged. A good colleague is aware that everyone needs recognition, and a good senior colleague is aware that younger colleagues (and even more so students) might be extra sensitive to the tone at the department.

Employees are expected to speak loyally of colleagues before students and external parties. This means, for example, that in conversations with others, you speak respectfully about your colleagues regardless of their academic background, seniority, age and gender, and that you verbalize any disputes respectfully.

6.2 Offensive Behaviour

There should be no doubt that the department does *not* accept any forms of offensive behaviour (e.g., bullying, unwanted sexual attention, discrimination, violence, or threats of violence). The department complies with the following guidelines in the dealing with offensive behaviour: Staff Policy Guidelines for the University of Southern Denmark, the SDU's Guide to prevention and handling of unwanted attention and guidelines on offensive acts by the Danish Working Environment Authority.

Offensive behaviour can come in many forms, but we understand it as "[..] when one or more persons grossly or repeatedly expose one or more other persons [..] to bullying, sexual harassment or other degrading behaviour at work. The conduct must be perceived as degrading by the victim or victims. It does not matter whether the actions are a result of thoughtlessness or stems from a desire to offend. It is the person's experience of the abusive actions that is central."[2]- The Danish Working Environment Authority.

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[2] The definition is freely translated from Danish to English.

When we deal with offensive acts in the workplace, our starting point is the individual's subjective experience. However, this experience will be held up against what is expected and acceptable behaviour in an ordinary workplace in a professional collegial environment. At the same time, we want to have a department with room for diversity, and we will therefore strive to consult all involved parties in a case to clarify their perspectives.

6.2.2 Measures to Prevent Offensive Behaviour

At the department we work to eliminate offensive behaviour, and we, therefore, take several steps to prevent offensive acts against staff and students:

- We regularly communicate that all forms of offensive behaviour are unacceptable at the departmental level as well as in the sections.
- We recognize that management has the overall responsibility for creating a work environment that is psychologically safe.
- We expect that all employees – both management and staff - help prevent offensive behaviour and treat and address each other as well as students with respect and dignity.
- We work to offer unconscious bias training for staff and students and promote an inclusive language.

6.2.3 Addressing Problems

If you experience offensive behaviour at the department, there are several ways to draw attention to the issue:

- Confront the involved person(s) in the situation or shortly after when you have the chance to talk the involved person(s) alone. A simple talk and awareness can often solve the problem because it arose unintendedly.
- Go to a trusted colleague if you need advice and support before you address anyone else with your experience.
- Contact the management (either your immediate manager or the Head of Department in more severe cases), whenever you feel that it should be aware of a situation. If you want to talk to a non-managerial person about an incident, you should contact your union representative or the Work Environment Representative.

Please be aware that the Head of Department, Union Representatives, and the Work Environment Representative are obligated by law to act on information about offensive acts at the workplace. Such action can range from informal talks with the involved parties to opening an official case through the SDU HR system.

A general rule is that incidents should be taken care of as early as possible and at the lowest possible level. This should be done out of consideration for the parties involved, their comprehension of the situation and to avoid escalation.

6.2.4 Official Complaints

All employees can file an official complaint to the following contact points:

- Work Environment Representative: Bess Egede Rogers (rogers@sam.sdu.dk)
- The Head of Department: Signe Pihl-Thingvad (ssp@sam.sdu.dk)
- Union Representatives (e.g. Karsten Boye Rasmussen, Ann Skovly, Peter Sørensen, Charlotte Flyvbjerg)

You can also contact the Dean, the Rector and the SDU HR unit if you want to file your complaint outside the department.

An incident will be investigated thoroughly if a complaint is filed. If an incident is under investigation, the management is obligated to hear all involved parties to make an informed decision about the case.

All official complaints are handled professionally through a formal procedure facilitated by the HR Unit. The process is designed to ensure impartiality, confidentiality and help management conclude the case based on general legislation and SDU policies.

6.2.5 Anonymous Complaints
If you want to report a complaint anonymously, you have two options:
- Leave a note in the office of the Work Environment Representative. Please be aware that the department has a better chance to act upon non-anonymous complaints compared with anonymous complaints.
- In more severe cases (e.g. serious harassments, including of a sexual nature), you can use the [Whistleblower Scheme at SDU](#).

The Whistleblower Scheme can be used by employees, students, and others to report information about offensive behaviour and other serious matters such as illegal acts and academic misconduct. Before you use the scheme, you should always first consider whether the problems can be solved by contacting your manager or staff representative.

6.2.6 Sanctions
When unacceptable behaviour such as offensive acts or false accusations occur, sanctions such as written or oral writings, relocations and layoffs may be considered by the management.

6.2.7 Offensive Behaviour and Students
Offensive behaviour might be experienced by staff and students alike – and both staff and students can be responsible for offensive acts. We, therefore, always take complaints from employees seriously regardless of whether the object of the complaint is a colleague or a student. We also acknowledge that not only staff but also students might experience unacceptable behaviour from employees. Both situations should be treated with equal seriousness.

6.3 Work-related Stress
It is an important aim for the management to prevent work-related stress and stress-related symptoms among employees. To do so, the management dedicates time and resources, and guides the employee in direction of professional counselling to help facilitate a work life in balance.

A regular dialogue between staff and management is essential to address any challenges in due time. To ensure this, it is important that the employees pay attention to their own well-being and work situation and are confident in addressing possible issues with the immediate manager or the Head of Department.

A standard work week at SDU is 37 hours. Academic staff do not register hours and the 37 weekly hours is indeed an average, meaning that some days or even weeks might be more work intense. But then other days or weeks should be correspondingly less work intense. Any employee who find themselves in a long-term imbalance are strongly encouraged to discuss ways to reduce the workload with their immediate management.

According to the Danish working environment authority, no one should work more than 48 hours per week over a period of 4 months. Even if the workload is taken on voluntarily. The 48-hour limit is in fact a limit, and anyone getting close to it over an extended period should take this as an objective

measure of having too much work on their plate. Even if the work feels energizing and meaningful the body needs rest and, thus, the department strongly encourage all staff to take appropriate time off including having regular breaks (e.g. weekends) without work.

➢ Stress is in itself not an illness, however, continued stress can lead to a number of serious illnesses. It can be hard to assess whether one is suffering from work-related stress or 'just' busy. It is therefore important to beware of the most common symptoms (and especially if several occur at the same time): increased heartrate, headache, sweating, unrest, bellyache, loss of appetite, frequent infections, deterioration of chronic illnesses, loss of sexual desire, fatigue, loss of concentration or memory, restlessness, becoming easily agitated, frustrated and moody.

At the department, we approach work-related stress in three phases.

Prevention
- Addresing norms, assignments and roles
- Articulating work-related stress in the organization
- Continuous dialogue with management
- Developing/improving skills

(Signs of a) Stress reaction
- Raising the issue (employee or manager)
- Individual dialogue with immediate manager
- If necessary, cooperation with professionals (own doctor, HR etc.)
- Making an individual plan
- Reducing/adjusting assignments
- Possible sick leave (perhaps part-time)
- Within two weeks of sick leave, the Head of Department will contact the employee to ensure the most appropiate process for the individual

Returning to work
- Cooperation with professionals (own doctor, HR etc.)
- Individual dialogue with the immediate manager
- Planing the return with the immediate manager
- Review of assignments
- Continuous revision of the plan for return

Aim: A work-life in balance

SDU offers several possibilities of counselling and assistance for employees, including psychological counselling, career guidance and counselling through Career and Organization Development at SDU.

6.4 Gauging the Working Environment

At faculty level, an annual assessment of the working environment is carried out, and at university level, a workplace assessment is carried out every 3 years. However, it is always possible to contact a member of the Head of Department, any member of the Management Team or the working environment representative (currently Bess Egede Rogers in Odense and Susanne Gretzinger in Sønderborg), in case one experiences a problem with co-operation or working environment at the department. The department's working environment group will act and analyse the situation and, if possible/needed, the group will act on the problem.

Further information about the work environment at the department and SDU in general is available here.

6.5 Alcohol and Smoking Policy

Find guidelines on alcohol consumption and smoking in the Staff Policy Guidelines for the University of Southern Denmark.

6.6 Social Initiatives

The social environment is part of the healthy working environment. This is created when employees associate respectfully with each other, show tolerance and accept each other's differences. This is done through active participation in relevant social and academic events. In addition to the many academic events, there are a variety of social initiatives at the department such as Wednesday bread, Christmas and Summer parties, receptions after PhD defences and inaugural lectures etc. (see section 3.3).

6.6.1 Staff Social Club

There is a staff social club for all employees at SDU as well as one for international staff.

6.7 Employee Benefits

Employees at the department and SDU are offered various employee benefits, i.e. free fruit, cheap or free access to different sport activities such as fitness centres and swimming, university extension courses and the International club, different employee discounts and much more. All the employee benefits can be found here.