

Indicators for SDU as a flexible workplace for TAP (technical/administrative staff)

The purpose of the indicators for the University of Southern Denmark (SDU) as a flexible workplace is to support the University's tasks, strategy and values.

The tasks are the focal point

Research, education and knowledge collaboration are the focal points of the University's work. Every day, SDU develops talented people who promote and develop unique and innovative solutions for the benefit and value of society and a sustainable future. SDU's organisation helps to support the University's work in creating value for society, developing talent and shaping the future. SDU is characterised by being a regionally anchored university in Southern Denmark with a broad composition of employees and by core values such as interaction and commitment, co-determination and involvement, a healthy and safe working environment, equality and diversity, inclusiveness and trust.

Working life is evolving

What does flexibility mean? The physical workplace at the University's locations is being augmented with virtual options. SDU will offer an attractive and engaging framework in which a flexible working life is one of the elements that can provide the opportunity to combine high ambitions for SDU's task solving with the opportunity to have an exciting career and equally high ambitions for life alongside work.

SDU as a flexible workplace is about where and when we solve our tasks individually and in interaction with others in fixed or flexibly composed groups and teams, in project organisations and across the University's faculties and campuses, as well as in interaction with external stakeholders and collaboration partners at home and abroad.

How this flexibility is to be shaped can take several paths. The indicators should be broad enough to accommodate differences in individual wishes and needs, while at the same time focusing on the solution of SDU's tasks, which require a common direction, commitment and interaction. When managers and employees increase flexibility, it provides opportunities but at the same time requires joint responsibility to balance the individual with the collective and to have a high professional level where we inspire each other, as well as a social community and cohesion.

Remote working for VIP

SDU already has a long-standing tradition of flexibility, including remote working, in the academic area, which is managed and developed locally and flexibly.

Remote working for TAP

SDU wants to develop the organisation towards increased flexibility, including remote working in the technical-administrative area as well.

The University's technical and administrative employees (TAP) are covered by the circular on remote working for the State from 2005. This means that permanent recurring remote working can only be agreed within the framework of a local agreement concluded between management and organisations entitled to negotiate on behalf of employees. At SDU, a Local Agreement on permanent recurring remote working [link to be inserted] has

therefore been implemented and a Template for individual agreements on permanent recurring remote working [link to be inserted] has been developed, which covers all TAP at the University. Other conditions regarding flexibility in working life, including ad hoc remote working, can be discussed and determined locally. The new flexible working framework for TAP creates a need for dialogue about local implementation with a view to tasks, organisation, unit and the individual.

The indicators should set the direction

The indicators set the direction for SDU as a flexible workplace and must be actively brought into play in relevant contexts. This is a management responsibility, which in concrete terms means that the indicators must be discussed at meetings of liaison and health and safety committees in connection with discussions about local frameworks for flexible working. The same applies in working communities and between manager and employee in situations where concrete agreements about flexible working are made. Flexible work must take place within the framework of SDU's personnel policy guidelines and the perspectives in this paper.

The indicators contain three levels: A **vision** for SDU as a flexible workplace, **principles** for the development of SDU as a flexible workplace and **organisational focus areas** in the concrete work of developing SDU towards increased flexibility.

Vision

SDU wants to be an attractive workplace that draws in, develops and retains highly qualified and committed employees.

This applies within research, teaching and knowledge collaboration, in which SDU needs to attract, develop and retain highly qualified Danish and international researchers and teachers and to be in close interaction with collaboration partners in SDU's surrounding environment. This applies within technical and administrative operations and the development of the complex workplace that SDU is. This applies across SDU's campuses, and SDU must be a coherent organisation across geographical locations. Flexibility is a tool for achieving this. The vision is an active and vibrant workplace, where solving the University's core tasks, the academic and social community, as well as well-being and flexibility for employees and managers, go hand in hand.

The vision is driven by employees and managers demanding and showing great responsibility regarding flexible working. Increased flexibility is also in line with SDU's desire to contribute to a sustainable society. A flexible working life has a positive effect on well-being, family life, transport to and from work, travel in connection with work and the overall sustainable use of resources.

Digitalisation gives the world new ways to collaborate, and technology makes it possible to combine physical presence on campus with virtual presence and remote working, staggered working hours and increased flexibility in how we plan our working day.

Principles

SDU as a flexible workplace will be developed based on:

- central SDU values such as decency, responsibility, inclusiveness and dialogue.
- SDU being a workplace characterised by co-determination and involvement, with trustful cooperation.
- SDU seeing flexibility as part of creating the best framework for solving the University's tasks.

Organisational focus areas

Management and interaction. Widespread remote working places different demands on management, as well as on employees, than widespread physical presence. Managers must adapt how, for example, knowledge sharing and collaboration structures are organised and how the collegial community and the professional framework are maintained at a distance. Employees must take responsibility for planning and carrying out their own work, including contributing to ensuring that the organisation can act collectively and achieve its goals.

Working environment. A healthy and safe remote working environment is a shared responsibility. The employer is responsible for ensuring that the work – also remote work – can be carried out appropriately in terms of health and safety. The employer cannot agree to waive this responsibility. The employee has a duty to contribute to ensuring proper working conditions. Therefore, the employee cannot waive the need for equipment, etc. as prescribed by law.

Meeting forms. Digital and hybrid meetings should be integrated as part of SDU's meeting culture. This places demands on planning, IT, new habits and meeting skills on the part of meeting leaders and meeting participants. SDU will develop and support that digital and hybrid meetings will become a natural and applied part of SDU's meeting culture, are a competence that managers and employees have and that digital and hybrid meetings are supported in terms of IT with readily available technology that is easy to use for the users.

Virtual spaces. SDU supports that physical presence can be supplemented with virtual availability and will provide digital platforms that make it possible to collaborate and teach virtually.

Guidance and sparring. Ongoing dialogue is a central element in all forms of guidance and sparring. Physical meetings can be supplemented with online/hybrid meetings. This allows for more flexible guidance and sparring that is based on individual preferences, while also meeting the need for continuous dialogue.

Scope

The indicators apply to all faculties at SDU.

The indicators are particularly aimed at the development of SDU as a flexible workplace for TAP.

The option to work flexibly in terms of working hours and place of work is a voluntary offer that the manager and employee discuss on an ongoing basis. The manager decides the scope of this in dialogue with the employee and in consideration of the performance of the task.

The indicators have been approved by the Central Liaison Committee (HSU)/the Executive Board [month/year]. It is expected that there will be a need to discuss and adjust the indicators as SDU develops as a flexible workplace. The indicators will therefore be evaluated with the involvement of local liaison and health and safety committees as well as HSU and HoAMU (the General Occupational Health and Safety Committee) in 2023 and every second year thereafter.