

**Welcome to the
Staff Policy of
the University of
Southern Denmark**

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Welcome to the Staff Policy of the University of Southern Denmark

A university is something special. At the University of Southern Denmark (SDU), we combine academic freedom, academic curiosity, critical thinking and the ability to develop new knowledge with an international outlook and regional commitment – and create knowledge and value that make an impact in Denmark and beyond.

Employees are the University's most important resource

SDU creates value for and with society – through high quality, talented people and strong academic environments. It is the University's researchers, lecturers, students, managers and technical-administrative staff who make this possible every day. Their efforts are a prerequisite for SDU to carry out its responsibilities to a high standard.

The staff policy is based on the University's fundamental academic values: Freedom of research, teaching and speech. They provide the framework for an environment in which curiosity, reflection and innovation can thrive, and where academic freedom and responsibility go hand in hand.

Integrity, trust and respect

All employees at SDU have joint responsibility for the University's values and culture, actively contribute to the University's development and safeguard the University's credibility. Regardless of job function, all employees are an active part of the University's value-creating knowledge community. Collaboration is based on integrity, trust and mutual respect – with room for both professional ambitions and diversity of approaches and perspectives.

A meaningful and developing working life

SDU is a workplace for both long-term careers and short-term positions. Regardless of the type of employment, everyone must be recognised and given the opportunity for professional and personal development. Professionalism and well-being must go hand in hand, and all employees must experience – and contribute to – an inclusive and engaging work environment in which employees have a say and good conditions for solving the University's tasks competently and to a high standard. We safeguard a healthy and safe work environment and support a good balance between work life and other areas of life as a prerequisite for well-being, commitment, creativity and job satisfaction.

Common direction – four themes

Our staff policy sets the framework for SDU's values and expectations, for the University's employees and managers' opportunities, and for the community we create together.

The staff policy is structured around four themes:

- Well-being and communities with a strong sense of commitment
- Recruitment
- Employment
- Career and skills development.

Together, the four themes of our staff policy form the foundation for helping us attract, retain and develop talented employees and for creating a work environment where professionalism, quality and interaction thrive and support the University's social mission.

SDU as a workplace

At the University of Southern Denmark, you are part of an academic community that is based on academic freedom, commitment and collaboration. We create value for and with society through research, education and collaboration – locally rooted in Southern Denmark and with an international outlook. With us, you can develop professionally and personally in an engaging and inclusive environment, where education, quality and well-being go hand in hand – regardless of whether you are here for an entire career or part of the way.

The revised staff policy applies as of 1 January 2026.

Well-being and communities with a strong sense of commitment

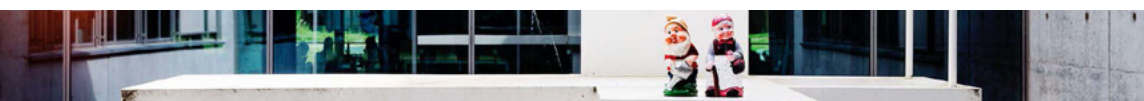
At SDU, well-being and communities with a strong sense of commitment are a prerequisite for a motivating, productive and sustainable work environment. The University is characterised by a culture in which everyone – from different backgrounds and with different prerequisites – can contribute to high quality in solving the University's tasks, develop and thrive in interaction with colleagues, management and students. We encourage everyone to propose ideas, ask questions and take responsibility because we value open dialogue and collective solutions. As a university, we believe the best results are created through determination, ability and courage, and trust and cooperation. We value each other's time and honour our agreements. We help each other and make room for a healthy work-life balance.

Common frameworks

Well-being and communities with a strong sense of commitment at SDU are core values and a shared responsibility. Excellent environments, high commitment and strong professional communities are prerequisites for everyone to be able to fulfil their potential and contribute to solving the University's tasks.

SDU is committed to:

- protecting freedom of research, teaching and speech as a basis for open knowledge sharing and academic integrity.
- exercising leadership that sets direction, creates engagement, ensures interaction and supports well-being and development.
- supporting co-determination and involvement in essential decisions.
- ensuring a healthy and safe work environment – physical and psychological.
- promoting equality, inclusion and diversity in an environment free from discrimination and abusive actions.





Freedom of research, teaching and speech

SDU has freedom of research, teaching and speech as fundamental academic prerequisites for the University's mission to create, develop and share knowledge for the benefit of society. The freedoms are rooted in the historical values of universities, which are inextricably linked with academic integrity and responsibility.

As an employee at SDU, you have freedom of speech and can expect the University to:

- respect and protect the right to research, teach and express yourself freely.
- support an open, respectful and professional environment with room for disagreement.

With freedom comes responsibility. SDU expects everyone to contribute to a respectful tone, to show respect for diversity and to demonstrate a willingness to understand and challenge the views of others. Dialogue contributes to creating value for the University and for the outside world.

Leadership

At SDU, leadership is characterised by bringing human skills and resources into play so that we as a university can solve our tasks and achieve our goals. Leadership is exercised with respect for freedom of research, teaching and speech in dialogue with employees, students and partners – and with an understanding of the University’s framework conditions.

For managers at SDU, leadership means navigating a complex reality with many agendas and relationships. It requires the manager to be able to clarify roles and skills, manage expectations, and at the same time be present and approachable.

Leadership at SDU unfolds on many levels – from the Rector and the deans to research group leaders, and from the University Director to team managers and heads of section. In addition, there programme management, where the leadership task is academic and focused on quality and development in the programmes, but without staff responsibility. Diversity is a strength, but it also demands inclusiveness and the ability to lead across disciplines, cultures and languages. Common to all managers is that they contribute to the development of the University through collaboration and coordination across units.

The special leadership task of the University

University leadership is about reconciling academic freedom and high ambition with collegial collaboration and civic responsibility. This requires the ability to balance autonomy and shared goals, create frameworks in which research, teaching and dissemination thrive, while at the same time ensuring alignment between political requirements, finances and the University’s values.

Leadership with direction and presence

Good leadership means that together we can deliver high quality, fulfil academic ambitions and thrive. SDU’s Leadership Compass sets the direction for good leadership.

Important values are:

- clear direction and priorities
- co-operation and coordination
- open communication and dialogue
- well-being and inclusion
- professional development

Co-determination and involvement

At SDU, co-determination and involvement are the foundation for commitment, collaboration and quality in task performance. Relevant collegiate bodies, committees and representatives of staff and students are involved early in significant decisions, which ensures that they have a real opportunity to influence outcomes and leave a visible mark.

As an employee, you can expect SDU to:

- involve representatives early and ensure access to the necessary information.
- create spaces for open dialogue and different perspectives in decision-making processes.
- follow up on how input is involved in the final decision.

Similarly, SDU expects employees to participate in the processes where involvement and co-determination take place – and to contribute to a respectful and co-operative environment. Employee representatives act as an important bridge between employees and management. They represent the perspectives of employees in meetings and discussions, ensure that views are taken into account and monitor the implementation of decisions.

Co-determination provides direct influence on decisions in the councils, boards and committees to which one is elected, while involvement ensures that one's views are heard and taken into account, even without decision-making authority. Both are essential for a well-functioning and inclusive university.

At SDU, influence takes place on two levels:

- Formally: Through structured bodies and committees in which employee representatives have decision-making authority.
- Informally: Through daily dialogue, involving input and perspectives at all levels.

Co-determination and involvement are not just about being heard, but about creating a university where employees actively contribute to development, quality and community.



Liaison organisation and union representatives

SDU's liaison organisation is based on close and constructive interaction between management and employees on working conditions and staff matters. The aim is to promote understanding, trust and participation, as well as to support the development and operation of the University.

As an employee, you can expect SDU to:

- involve liaison committees early in relevant decisions
- ensure that liaison committees have the necessary information and time to deal with the matter
- support collaboration between the liaison organisation and the health and safety organisation.

At SDU, the liaison organisation consists of the Central Liaison Committee as well as the faculties' and Central Administration's respective liaison committees.



Union representatives

Union representatives are an important part of SDU's collaborative culture. They represent the interests of staff and engage in constructive dialogue with management on solutions, developments and improvements.

The duties and responsibilities of union representatives are:

- to ensure effective collaboration between employees and management and contribute to safety, stability and trust in the workplace.
- to communicate employees' views and criticisms of decisions and processes and help to find solutions or compromises in collaboration with management.
- to support well-being and a good work environment as well as actively participate in the University's decision-making processes and organisational development.
- to help create fair and transparent processes in relation to sick leave, disciplinary measures and dismissal.

Collaboration with union representatives creates value for SDU because it enhances task performance, employee satisfaction and the development of the University's community and direction.

As an employee, you can use your union representative as a sounding board – both when you need advice on rights and opportunities, and when solutions need to be found in difficult situations.

University Councils, Academic Councils and Department Councils

The University Council, Academic Councils and Department Councils – which are collegiate bodies at SDU – are also key forums for dialogue, counselling and academic quality in decision-making processes at SDU.

As an employee, you can expect SDU to:

- ensure openness and transparency about the role, tasks and decision-making basis of the Councils.
- involve the academic assessments and recommendations of the Councils in significant decisions.
- provide the councils with the necessary information and time to carry out their advisory function.

Similarly, SDU expects employees to engage constructively in council work when elected or appointed to a council, contribute academic perspectives that qualify discussions and bases for decisions, and share relevant information between council work and the local unit.

SDU's collegiate bodies collectively contribute to a well-run university where academic insight and broad involvement underpin quality, development and cohesion.



Work environment and well-being

At SDU, we prioritise a healthy and safe work environment, as it is the basis for an engaging and motivating university life. Good frameworks and high levels of well-being are essential for employees and students to be able to unfold their potential and contribute to quality in task performance. The work environment is a shared responsibility across the entire organisation – at all levels and locations. A good work environment creates value by supporting academic freedom, integrity, collaboration and quality. It is also a prerequisite for attracting and retaining skilled employees and developing strong and inclusive academic environments.

SDU's health and safety efforts include:

- prevention of physical, psychological, ergonomic, chemical and biological risks
- systematic follow-up through workplace assessments, well-being surveys and annual discussions in the Occupational Health and Safety Organisation
- solving occupational health and safety challenges.

Responsibilities and efforts are distributed as follows:

- Management ensures a framework in which well-being, collaboration and safety are prioritised
- Employees assume co-responsibility by actively contributing to dialogue and solutions
- SDU's Occupational Health and Safety Organisation supports the effort, whereas local health and safety groups handle the ongoing follow-up in everyday operations.

All employees are always free to contact their health and safety manager or representative if necessary.

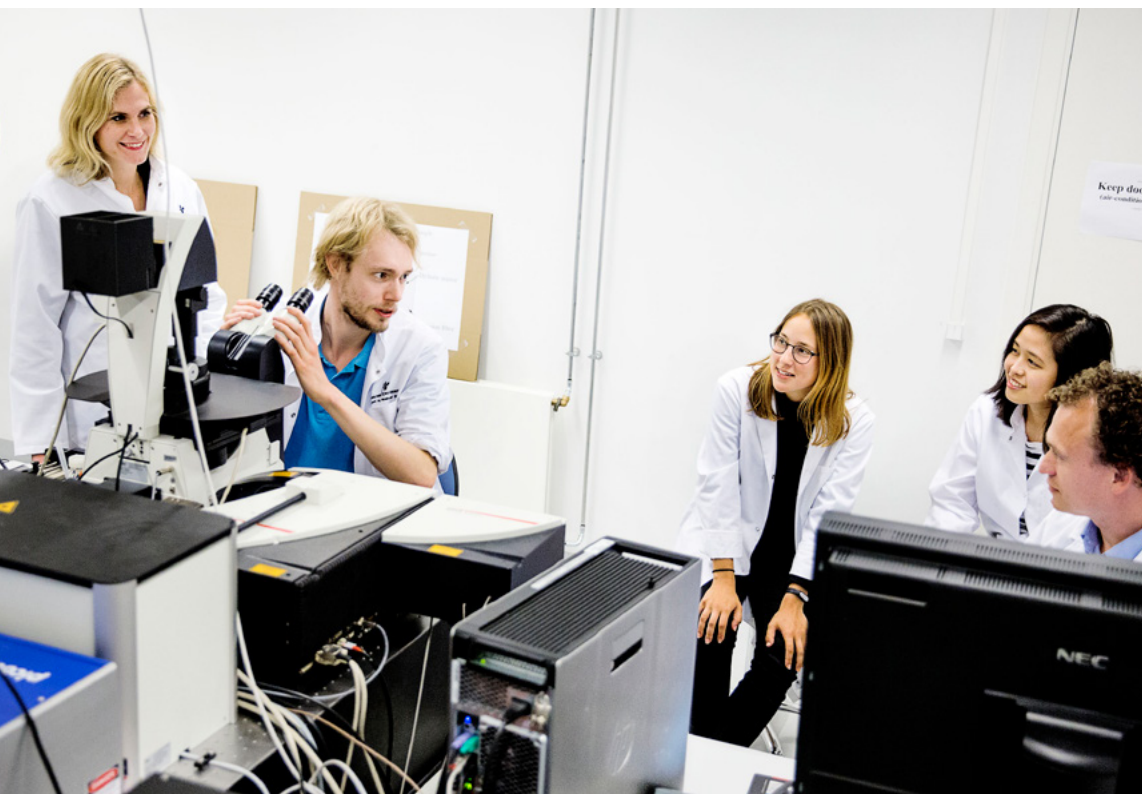
Equality, Inclusion and Diversity

SDU is a diverse organisation that values diversity and works to create equal opportunities for all – regardless of gender, age, ethnicity, social background, religion, sexual orientation, disability or other markers of discrimination. We want an inclusive work environment in which everyone can contribute and thrive.

As an employee, you can expect SDU to:

- work purposefully to promote equality and inclusion in all aspects of the University's work
- prevent and address discrimination, sexism, unwanted sexual attention and other forms of offensive behaviour
- ensure that decisions are made on an objective and informed basis.

Equality and diversity require collaboration and structural initiatives, regular follow-up and commitment from management. This effort is integrated into SDU's Gender Equality Plan (GEP), which helps meet the University's strategic goals and external commitments.



Recruitment

Open, transparent and merit-based recruitment helps to attract and retain competent and talented people who can help develop excellent environments and enhance the quality of the University's mission.

The University of Southern Denmark recruits candidates who best match the University's vacancies on professional and personal qualifications and potential.

We do this by:

- working purposefully to attract a broad pool of qualified candidates for vacancies, considering both their skills and individual development opportunities.
- ensuring transparency through clear frameworks and targeted communication.
- focusing on diversity and gender equality in recruitment committees and lists of candidates.
- ensuring that the employment committee represents different perspectives on the candidate's professional and personal skills and match with the position and the unit/colleague group.
- ensuring a fair and professional selection and hiring process where all candidates are treated with respect and equality.

Common frameworks

SDU wants to attract highly qualified candidates nationally and internationally while supporting internal mobility and career development. This ensures the ongoing development of research, education, innovation and administration environments through new skills and perspectives – while valuing and utilising the experience and knowledge of current employees.

Every step of the recruitment process is based on the principles of openness, accessibility, equal opportunities, transparency and merit-based assessment. The guidelines of the staff policy apply to all procedures related to filling both academic and technical-administrative positions.

As a university, SDU is committed to promoting balanced recruitment: We focus on developing our current employees while also working to attract new talent. We appreciate the importance of experience and continuity, yet we are willing to consider recently graduated candidates. We take responsibility for developing their potential by providing opportunities to strengthen their skills.

Open recruitment

SDU ensures open and accessible recruitment by publishing job advertisements on the University's job portal and through relevant national and international channels and professional networks. For academic positions, search committees are established, and international networks are utilised to attract qualified candidates from home and abroad.

We make it easy for all applicants to find information about SDU as a workplace, including the University's values, strategy and staff policy. International applicants also receive information about living in Denmark, both via SDU's website and through direct contact, which allows them to navigate the recruitment process with confidence.

Transparent recruitment

SDU's recruitment processes are based on principles of transparency. Everyone involved in the recruitment process – applicants, candidates and the managers and employees involved in assessment and decision-making – experience the process as transparent, fair and honest. Transparency also includes information about employment conditions and salary formation so that all parties can make informed decisions. This helps us create a trusting and credible recruitment environment that strengthens SDU as a workplace and university.

Meritbased recruitment

The assessment of candidates is based on the desired professional and personal skills as described in the job advertisement and through professionally recognised standards. Our assessment and employment committees consist of qualified members with broad expertise and diversity. We prioritise skills development to ensure that committee members have relevant skills in recruitment, including up-to-date knowledge of legal frameworks and principles for equality, diversity and inclusion. For academic positions, candidate assessment should be based on the latest criteria for assessing research and teaching skills.

Hiring without posting

As a starting point, the University recruits through open calls that ensure a fair basis, high quality and support the values of openness, diversity and professionalism.

There may be legitimate reasons why positions are filled without advertising – for example, when a specific function, task or authorisation requires a targeted hire or when a temporary solution is needed. This can include both technical-administrative and academic staff.

Hiring without advertising must continue to be merit-based and transparent. This includes clear communication about the role, the reason for not advertising, the candidate's qualifications and how professional expertise is ensured. This approach supports a strong and sustainable research and work environment.

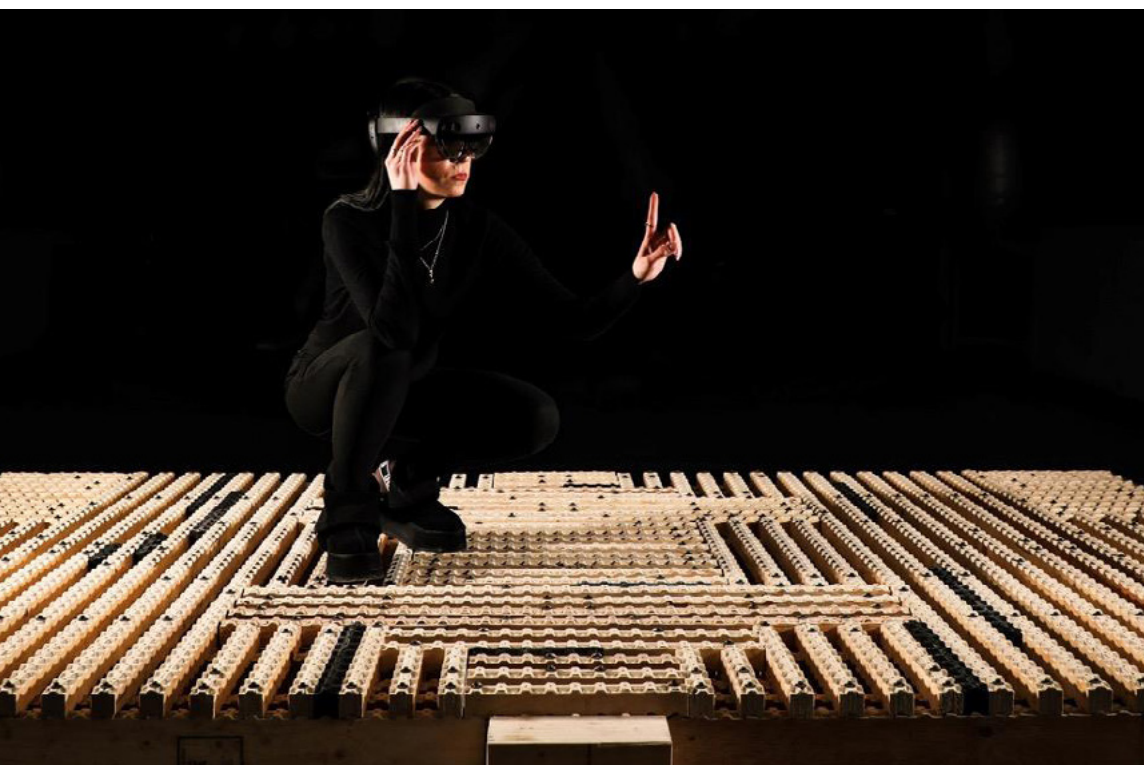
Management responsibilities and strategic recruitment

Recruitment is a core task for SDU's managers. Attracting and selecting the right managers and employees is a strategic task with a major impact on the quality of research, education, collaboration and administration. SDU's managers are responsible for mobilising and engaging the entire organisation in the work. This ranges from building professional networks and showcasing SDU and their professional environments as an attractive workplace to identifying needs and development potential, spotting talent and ensuring that all candidates are met with respect and equal opportunities. This applies throughout the process – from the initial contact to professional selection and a good onboarding process.

Strategic and quality-conscious recruitment is not just about filling positions – it is about shaping SDU's future.

Social responsibility

We value an inclusive labour market and consider it a key task to provide opportunities for employees with reduced work capacity, while supporting society's educational mission by engaging interns, trainees and student assistants.



Employment

At the University of Southern Denmark (SDU), we see employment as the beginning of a collaboration where mutual trust, attractive frameworks and development opportunities form the foundation for high-quality task performance. As an employee, you can expect orderly terms of employment, including pension, holiday and parental leave schemes, as well as flexible terms that take into account different life stages and needs as far as possible. We want to support employees throughout their employment – from a professional and inclusive onboarding process to a possible further career outside the University. The framework and opportunities must contribute to SDU being an attractive workplace that both supports the University's strategy and promotes the individual employee's well-being, commitment and development.

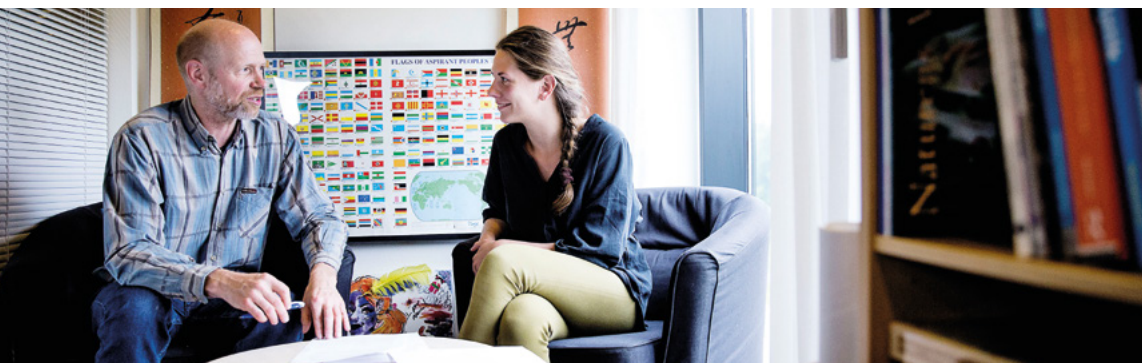
SDU is committed to:

- providing new hires with a professional and inclusive onboarding process
- supporting work-life balance
- offering flexible conditions adapted to individual needs and life stages
- handling the entire recruitment process with integrity, dialogue and respect.

Common frameworks

Appointments at SDU take place within the framework set by Danish legislation, collective agreements in the state sector and the University's own policies. Our practices reflect openness, diversity, high quality and respect for the individual employee. All employment is regulated by Danish laws and collective agreements, and as an employee you are automatically covered by the collective agreements for employees in the state. You have orderly terms of employment, including pension, paid holiday and parental leave schemes.





Professional and inclusive onboarding process

All new employees undergo an onboarding process that provides insight into the University's organisation, culture, values, tasks and workflows. The induction process is adapted to the individual employee and is based on a shared responsibility.

Integration and international community

As an internationally oriented and regionally anchored workplace, we place emphasis on attracting talents from both near and far and offering integration courses, which ensures everyone can thrive and participate on an equal footing in the University's professional and social communities. Managers are responsible for preparing new employees for their tasks, and colleagues are responsible for an inclusive reception. The goal is that new employees quickly feel part of the community – both professionally and socially.

Flexibility and balance

Flexibility is a fundamental value at SDU because it creates a framework where employees can thrive, engage and unfold their professional potential – while at the same time performing the University's tasks to a high standard of quality. Flexibility allows work to be adapted to life stages, working methods and individual needs, and contributes to a sustainable work-life balance, e.g. in connection with parental and compassionate leave or other personal commitments. At the same time, the flexibility is mutual and ensures that the University's tasks can be performed efficiently and responsibly.

Secondary employment may be considered part of an employee's professional and personal development, provided it is deemed compatible with their role at SDU. Openness about secondary employment ensures that any conflicts of interest are handled constructively, while impartiality and independence are maintained – and that the activities become a valuable source of knowledge and collaboration with the outside world.

International outlook

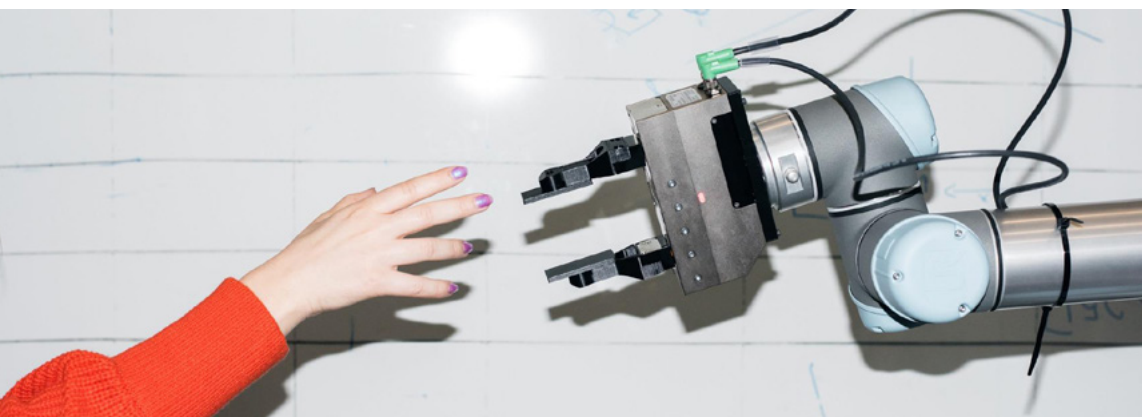
SDU is an internationally oriented knowledge organisation with strong regional anchoring. We have talent and expertise at the University and in Denmark, but SDU also needs to look abroad to find the right people. We attract and connect international colleagues at the highest level to ensure the best research and teaching. Diversity and inclusion are a shared responsibility, and together we create a work environment where everyone – Danish and international – has the opportunity to thrive, develop and contribute.

Digital frameworks

Digitalisation is an integral part of SDU's way of working and essential for delivering high-quality research, education and administration. In our digital work community, we value curiosity, professionalism and responsibility. As employees, we contribute to clear and coherent workflows by using common systems, sharing knowledge and strengthening our digital competences – such as user skills, techno-logical understanding, communication and the ability to support the development and implementation of new solutions. An efficient digital environment is a shared responsibility and forms the foundation for good collaboration, streamlined processes and high professional quality.

Salary

The overall purpose of the salary policy is to support the University's purpose, strategy, core tasks and long-term organisational development. Salary must reflect function, responsibility, effort and relevant skills. SDU conducts salary negotiations in a fair and transparent manner in accordance with applicable collective agreements and arrangements. Salary must be seen in the context of the requirements of the position and with opportunities for development, mobility and well-being.



Illness and absence

Anyone can get sick, and it is important that employees maintain good contact with the workplace during a course of illness. We are committed to supporting both individuals and colleagues while promoting well-being, work community and task performance.

In the event of prolonged or recurring illness, management actively works on an early and systematic intervention. This means that we quickly initiate a constructive dialogue with the employee to clarify needs, opportunities and wishes for a return to work. The goal is to support a safe and gradual return – or to prevent long-term absence – through flexible solutions, adaptation of tasks and alignment of expectations.

We want to create a safe and supportive environment where open dialogue and collaboration promote return to work while taking into account the needs of the workplace. Management may involve colleagues, employee representatives and the Occupational Health and Safety Organisation to ensure that health and safety matters are handled correctly and that the employee receives the necessary support to thrive and maintain their attachment to the workplace.

Conflicts and disagreements

At SDU, disagreements and conflicts are regarded as a natural part of collaboration, particularly in a workplace that brings together many disciplines and backgrounds. When handled early and respectfully, conflicts can be constructive and strengthen learning, development and collaboration.

Conflicts range from minor disagreements over tasks to situations of unwanted behaviour. Management of conflicts must balance individual needs with collegial responsibility and the University's task performance.

Proactivity, open dialogue and mutual respect are crucial to prevent deadlocks and ensure well-being. Management, employee representatives and HR support the process, and everyone is expected to contribute to constructive solutions. Conflicts are handled with integrity and respect for both the individual and the work community. SDU works actively to create a culture, structures and tools that promote well-being, commitment and shared responsibility.

Seniors

SDU regards seniors as an important resource for expertise, knowledge sharing and the work environment. Through senior schemes and flexible solutions, we create the opportunity for a gradual transition to retirement or adjustment of tasks. This is done so that seniors can continue to contribute actively, share experience and expertise, while maintaining well-being and commitment.



Resignation

Management is responsible for ensuring that all forms of resignation are handled professionally, properly and with care. This involves ensuring knowledge transfer and supporting the employee's further career. Resignation should not only be seen as an end, but also as an opening to new opportunities – both for the individual employee and for the University.

Career-driven resignations and fixed-term employment

Resignation can be a natural step in a career, e.g. in the event of a career change, retirement or termination of fixed-term employment such as project employment. SDU supports the mobility and development of employees – that is, the opportunity to move between positions, academic environments and sectors – internally at the University, at other universities or in completely different parts of the labour market. SDU prioritises a good and professional offboarding process throughout all stages of an employee's resignation. This includes administrative tasks, knowledge transfer and the personal fare-well, and the purpose is to ensure a proper and positive conclusion to the employment relationship. The process is carried out with respect and mutual recognition, so that relationships are maintained, experiences are shared and employees can take new knowledge and skills with them. SDU is also open to former employees returning later to contribute new perspectives and experience to the University's academic and collegial community.

Unsolicited redundancies

If the resignation is not self-chosen, the process is handled with respect, consideration and professionalism. The dismissal must be based on a factual basis and carefully planned to ensure a fair process. Management ensures that the employee receives support along the way, including the opportunity to be accompanied by a support person, and that knowledge transfer is carried out in a way that supports both the employee's and the University's needs. The goal is to help the employee move forward in the best possible way.

Career and skills development

At SDU, career and skills development is an integral part of our professional culture. We invest in people and in the knowledge community that drives the University forward. University employees should have the opportunity for professional and personal development – in line with their own ambitions and the direction of the University. We have different needs and paths: Some build an entire career at SDU. Others spend a period here and move on with strengthened skills, experience and networks.

SDU is committed to:

- offering attractive career paths and supporting career development at and beyond the University.
- fostering a culture of curiosity, creativity, innovation, education and continuous learning.
- creating an environment in which all employees are provided with opportunities and support to fulfil their potential.
- ensuring access to relevant skills development programmes.

Common frameworks

Career and skills development at SDU is a priority and a shared responsibility, supported by clear frameworks and direction. This enables the entire organisation to evolve and adapt to changes in the outside world, guided by the University's strategic ambitions.

The Committee for Career and Skills Development, established by the Central Liaison Committee, is responsible for translating the University's strategy into an action plan that concretises the ambitions and ensures ongoing follow-up and development.

The Action Plan for Career and Skills Development provides the framework for:

- a high skills base across the University
- excellent professional and collaborative environments
- transparent development opportunities and career paths, as well as access to feedback and guidance.

The annual discussion of career and skills development within departments, faculty administrations and the Central Administration ensures that offers and priorities are based on real needs in professional environments – and anchored throughout the organisation.

Appraisal interviews

Development happens through dialogue about direction, engagement, interaction and well-being. Managers have a responsibility to create space for appraisal interviews about careers and skills – and employees have a responsibility to bring their own goals and perspectives into play. Together, we have a responsibility to create environments of high quality, motivation and mutual development.

Appraisal interviews should support ongoing discussions about tasks and skills. These interviews are important to ensure well-being and professional development. They provide space for reflection on tasks, collaboration and needs for new skills and are an important tool to support the development of the employee, the group, the manager and the organisation.

At SDU, we employ three types of appraisal interviews:

Performance and development reviews (MUS)

An annual, mandatory conversation between employee and manager, focusing on tasks, well-being and professional development. The conversation should be prepared by both parties and result in a joint reflection and a confidential summary.

Leadership development reviews (LUS)

An annual, mandatory conversation between a manager and their line manager, focusing on the leadership task in light of SDU's Leadership Compass and on the manager's personal and professional well-being and development. The conversation should be prepared and result in a joint, confidential record.

Group development reviews (GRUS)

A conversation between a group of employees and their manager, focusing on joint task performance and collaboration. GRUS can supplement but not replace MUS. Managers with staff responsibilities are responsible for conducting the interviews and ensuring that they are prepared and followed up on. SDU's concept for appraisal interviews offers a framework, tools and inspiration for thorough preparation, implementation and follow-up.





Skills development – investing in knowledge and opportunities

Skills development is a shared responsibility and a prerequisite for SDU to fulfil its tasks with quality and integrity. We invest in development – both as a strategic priority and as a way to support individual employee motivation, expertise and job satisfaction.

SDU offers relevant and targeted skills development programmes for academic and technical-administrative employees and managers. Regardless of position and employment type, all employees should have the opportunity to develop their knowledge, skills and perspectives.

Financial resources and time are allocated to career and skills development, making it a natural part of working life and creating value for both the individual employee and SDU as a whole.

Career development – direction and opportunities

Career development is about creating direction and opportunities at SDU and beyond. We want to foster an environment in which employees can reflect on their career paths and make choices that support both individual ambitions and the needs of the University.

Career development is relevant for everyone, regardless of job type or employment history. For this reason, managers should discuss careers with employees on an ongoing basis and include it in performance and development reviews and other relevant contexts.

There are many reasons to talk about career and skills – for example, during onboarding, after a leave of absence, during career moves or when leaving. The conversations can also be based on new tasks in research, teaching, collaboration or administration.

For academic staff, career interviews are closely linked to the strategies of the research groups and the departments. For technical-administrative employees, SDU's strategy and organisational direction provide a similar starting point. Career conversations should balance the needs and direction of the organisation with the individual employee's wishes and opportunities, both inside and outside the University.

Junior researchers are encouraged to develop a career strategy and actively seek advice and opportunities. Heads of research have a special responsibility to support and visualise career paths – e.g. by involving junior researchers in projects, networks and funding opportunities.

Managerial development

SDU prioritises the development of managers to enable them to handle the tasks of a complex university with many stakeholders. Managers at SDU have access to:

- SDU's Leadership Programme, which features courses for management trainees, onboarding for new managers, development courses for seasoned managers and SDU's management network – with different tracks for technical-administrative managers and heads of research
- SDU's Leadership Portal with resources and an overview of leadership programmes
- leadership development reviews (LUS) where they can discuss their own and their unit's development – along with opportunities for skills development that matches the individual leadership task and development needs.



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