

Date of meeting: 13-14 April 2023

Venue: ECOS Aarhus

Topic: ECOS physical management meeting

Participants: Flemming Skov, John Jensen, Eva Friis Møller, Mikkel Tamstorf, Louise Verner Machholdt, Maria Brandt, Helene Nyegaard Hvid (minute taker)

THURSDAY 13 APRIL

1) Management purposes –department challenges (Mikkel)

With Mikkel now being head of department and Eva deputy head, there was a discussion about the future work of the management. Brainstorm about the three most urgent challenges as seen from the employees', heads of section' and the management's points of view.

Maria noted the challenges in a separate document and will define categories for further work.

2) Salary negotiations, overall prioritisation

The management group discussed the recommendations and priorities for this year's salary negotiations, which will start shortly.

3) PhD initiative.

We have launched a PhD initiative, and decisions were made regarding its implementation:

We receive a bonus of DKK 200,000 each time a PhD is completed. The bonus is paid two years later and goes to the department.

PhD projects pay an annual amount of DKK 80,000 to the department in tuition fee, of which we transfer approx. DKK 30,000 to GSTS. At the moment, the remaining amount (approx. DKK 50,000) goes to the department, but it was decided that, in the future, it will go to the student (as has previously been the case). In practice, the funding is allocated to the project so that the supervisor helps to prioritise. The funds must cover all expenses related to the project, including travel, IT, laboratory equipment etc., but not the supervisor's activities. This means that, in the future, section funds will not be used to support PhD projects.

Under some framework contracts, knowledge-building funds are available that can be used to finance PhD projects. We need to clarify how this interacts with the department's initiative.

4) The work towards an extended management team with the same values

A discussion was initiated about the values on which we base management in the department. The aim is to have an extended management team that cooperates well with each other and where each manager is aware of his/her own values, and where the group works together with a common set of values.



FRIDAY 14 APRIL

1) Staff (closed item)

2) Management tools, Jes Ingenius from AU HR participated

The actual implementation of the system has actually gone well. But the transition from time management to performance management has turned out to be just as challenging as we feared! We have approx. 500 projects and approx. 150 project leaders (PLs). Employees work on many different projects, and the PLs typically have several projects encompassing 1-30 project employees. Before, PLs were able to monitor project progress via the monthly time registration. Even though this did not always provide an exact picture of the actual progress, the PLs appreciated this monthly overview.

It is now very difficult for *all* managers (the management, heads of section and PLs) to follow up on the state of people's work programmes and the progress of the individual projects. This is most challenging across projects.

The management seeks assistance from AU HR to help all managers (the management, heads of section and PLs) to understand how to handle this transition from time management to performance management in practice.

Jes suggested that we should focus on WHY we do this (and not the fact that "it comes from above"), and we believe that this can lead to a better dialogue and project follow-up. Being goal- and result-driven means that we focus more on the results that we create for society and not on the individual task. Hours that we used as currency before were not unambiguous but varied highly.

How? Jes suggested involvement of section heads, PLs and TAP employees in a process in which they contribute to identifying solutions.

We agreed on a general process that Mikkel will present at the department meetings in week 16:

- Late May: a workshop from 10-14 (incl. lunch) with selected PLs (approx. 20; 2 from each section) with a broad experience.
- Before summer: A workshop on the process for section heads.
- After summer: TAP involvement.

The process will begin in Danish, but the results must, of course, be communicated in English. Maria, Flemming and Helene are contact persons for Jes.

Some sections have developed Excel sheets for time registration. The management considers these as temporary emergency solutions, which may be used in a transitional period. When we are on the other side of the above planned process, the goal is for all PLs and section heads to work with other solutions.

3) Financial situation

Louise talked us through the ØR1 results, which will be presented at a meeting with the dean on 3 May.

For ØR3, the deadline for PL input is 20 August. As in previous years, it is a challenge to ensure that the PL input is available after the summer holidays. Louise will later inform about the follow-up that Economy needs from ECOS.

Teaching. We have earlier decided that the hours for which we receive funding will be allocated. However, this does not cover the actual time spent. John and Louise will find out the number affected by this problem (staff with teaching hours with filled work programmes). John has sent a Q & A to all staff undertaking teaching activities in ECOS. This will also be forwarded to Eva and Flemming for information.

4) Interfaces between heads of section, deputy heads and department head

Maria had prepared a proposal for a description of the responsibilities of the section heads, which was reviewed and adjusted.

Follow-up:

Maria will adjust the description of responsibilities for discussion at the extended management meeting on 31 May.

Helene will prepare a proposal for the ECOS procurement guidelines.

The extended management will be referred to as "the management". The department head, deputy heads and section heads should be called something else. Helene will investigate what the two levels of departmental management are called in other NAT-TECH departments.

5) Physical presence versus working from home

AU's guidelines are to be revised: <https://medarbejdere.au.dk/administration/hr/rekruttering-og-ansættelse/hjemmearbejde> – input to FAMU no later than 21 April 2023. The management believes that the existing guidelines set a fine direction and at the same time allow an appropriate flexibility for the individual departments. Therefore, we do not have any proposals for amendments.

6) Communication to the department at next week's department meetings

The department meeting on 19 April has been changed to physical meetings in Roskilde (19 April) and Aarhus (20 April). The management team will provide input to Mikkel. Maria collates the notes and makes presentations.

7) Follow-up on the strategic initiatives

Centre for Green Transition and Marine Ecology (GTM): A test website has been created, and all relevant employees have been asked to provide input. A start-up event is to be held.

Next meeting

Review of Implementation Plan.

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