

HR & LEGAL  
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# EMPLOYEE HANDBOOK FOR CBS EMPLOYEES

Personnel policy norms, rules, and guidelines for  
working at CBS

# CONTENTS

<b>EMPLOYEE HANDBOOK FOR CBS EMPLOYEES .....</b>	<b>0</b>
<b>PREFACE.....</b>	<b>3</b>
<b>1. THE BEGINNING OF THE EMPLOYMENT.....</b>	<b>4</b>
1.1. Recruitment.....	4
1.2. Employment .....	4
1.3. Onboarding.....	5
1.4. Internal Mobility .....	6
<b>2. THE EMPLOYMENT AT CBS .....</b>	<b>8</b>
2.1. Workplace Assessment (APV).....	8
2.2. Work Hours and Workplace .....	8
2.3. Work-Life Balance.....	9
2.4. Sideline activity.....	10
2.5. CBS email .....	10
2.6. CBS' Internet.....	12
2.7. CBS' Telephone.....	12
2.8. The physical work environment .....	13
2.9. The Psychosocial Work Environment .....	13
2.10. Diversity and Equal Opportunities.....	13
2.11. Vacation and Special Holidays: accrual .....	14
2.12. Vacation and Special Holidays: Using vacation time .....	14
2.13. Vacation and Special Holidays: Notice and Submission Deadlines.....	16
2.14. Vacation and Special Holidays: illness and Compensation.....	16
2.15. Vacation and Special Holidays: Transfer of holiday or Monetary Compensation .....	18
2.16. Vacation and Special Holidays: Cessation of Employment.....	19
2.17. Leaves of absence and Sabbaticals.....	20
2.18. Days off/Time Off .....	21
2.19. Benefits, Work Tools, and Presents.....	21
2.20. Pregnancy, Maternity, Paternity, and Parental Leave.....	22
2.21. Anniversary.....	23
2.22. Competence and Career Development .....	23
2.23. Payroll.....	25
2.24. Extra Work and Overtime.....	25
2.25. Alcohol and Substance Addiction and Abuse .....	26
2.26. Personnel Data .....	26
2.27. Personnel Policy .....	27
2.28. Personnel cases .....	27
2.29. Smoking .....	30
2.30. Cooperation Bodies and Positions of Trust .....	30
2.31. Senior Schemes .....	30
2.32. Stalking .....	31
2.33. Illness/Sick Leave .....	31

2.34. Union Representatives (TR) .....	33
2.35. Business trips .....	34
2.36. Satisfaction Survey .....	34
2.37. Video Surveillance .....	34
2.38. Development Reviews (MUS, LUS, and GRUS) .....	34
2.39. Vaccinations .....	35

### **3. THE END OF THE EMPLOYMENT..... 36**

3.1. Emeritus/emerita .....	36
3.2. Resignation .....	36
3.3. Termination .....	37
3.4. Deaths.....	37

### **INDEX..... 38**

### **CHANGE LOG ..... 40**

# PREFACE

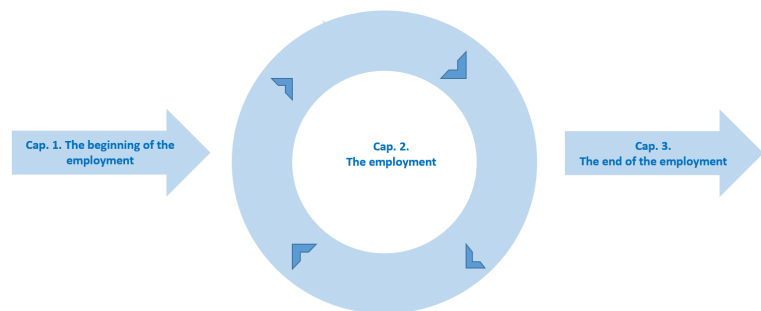
This Employee Handbook contains rules and guidelines that apply to employees at CBS. Our hope is that it will make it easy for you to find relevant information, regardless of whether you work as technical-administrative staff (TAP) in e.g. the programme administration or as academic staff (VIP) in a department.

The handbook is a supplement to CBS' personnel policy and the HSU's (the General Consultation Committee's) partial policies and guidelines for employment.

There are about 3,500 employees at CBS, who are working together to make CBS a good place of employment that allows us to hone our respective talents and to thrive. We all have various positions and contribute to CBS' vision and strategic ambitions in different ways. The breadth of our distinct roles and tasks are a forte, and the employment framework and conditions contained in this handbook try to foster the conditions for a good working life, wherever and however we act at CBS.

The handbook is arranged into subject areas according to our 'journey' through employment at CBS. It is divided into three chapters:

1. The beginning of the employment
2. The employment
3. The end of the employment.



Each chapter contains sections, whereof some will be continuously relevant while others might only be relevant occasionally, or not at all.

The handbook is not an exhaustive list of all occurrences at CBS. Please contact HR if you need more information. There is an index and a change log at the back of the handbook, where you can see the continuous development of the handbook.

If you have any questions or need guidance in relation to your employment, please contact:

- HR (find your contact in HR [here](#))
- Your health and safety representative (find your representatives [here](#))
- Your union representative (find your representative [here](#)).

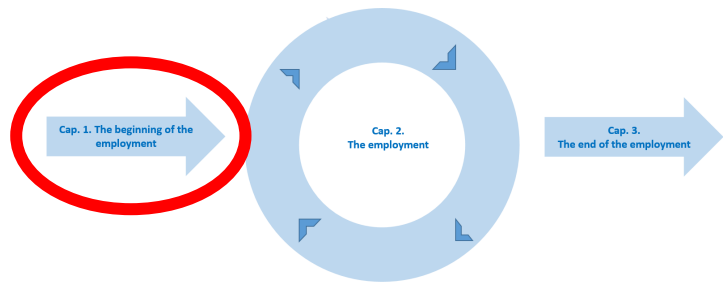
Enjoy your work!

HR & LEGAL, April 2023

# 1. THE BEGINNING OF THE EMPLOYMENT

This chapter covers the early days of employment at CBS, and when you start a new job or have been appointed to a new position.

The sections are arranged in chronological order according to a typical employment.



## 1.1. RECRUITMENT

Generally, all positions must be advertised both externally and internally. In certain circumstances, short temporary appointments may take place without vacancy announcements, see more in the section about the different types of employment. There are different procedures for TAP, VIP, DVIP and PhDs available on Share [here](#).

### External vacancy advertisements

All permanent and temporary positions are advertised on [www.cbs.dk/job](http://www.cbs.dk/job) and applications come through the electronic recruitment system, HR-manager.

### Internal vacancy advertisements

In special circumstances, an internal vacancy advertisement (on Share) will suffice for CBS. This is an option if the manager together with HR determines that the work or qualification requirements are of such a special nature that an external vacancy advertisement would not produce suitable candidates.

Internal vacancy advertisements are also used if CBS has to make general staff reductions or similar.

Positions that are only advertised internally can be applied for by:

- All permanent staff members
- Fixed-term staff members and substitutes (excluding substitutes from temporary employment agencies) that have been employed at CBS for at least six months and work at least 15 hours per week on average, regardless of financing arrangements.
- Permanent staff members on leave.

If the internal advertisement does not yield any suitable candidates, the position is advertised externally.

## 1.2. EMPLOYMENT

### Collective agreement

All employees are employed on a collective agreement as indicated in the letter of employment. Read more information about collective agreements on the Danish Employee and Competence Agency's website.

### Types of employment

There are three main categories of employments:

#### 1. VIP (academic staff)

Employment as a VIP takes the form of:

- Either permanent/temporary employment after vacancy advertisement

- Or temporary, short-term employment without vacancy advertisement.

Employment as VIP is subject to the [Danish Ministerial Order on the Appointment of Academic Staff at Universities \(ansættelsesbekendtgørelsen\)](#) and the [Job structure](#). A professional assessment of the applicants is carried out.

Read more in:

- The rules and procedure for establishment of assessment committees, available on Share [here](#) under ‘guidelines’
- The procedure for employment as VIP from HR’s view, available on Share [here](#) under ‘Employment of VIP’.

## 2. TAP (technical, administrative staff)

All permanent TAP positions are appointed after advertisement of the position. The employments are covered by different collective agreements, depending on the duties of each position. It is possible to hire TAP employees for a short term without vacancy advertisements in some cases. For example, in cases of temporary replacements for a period of less than one year, e.g. a maternity cover. Read more in:

- The procedure for employment as TAP, available on Share [here](#) (under ‘Employment of TAP’).

## 3. DVIP (part-time academic staff)

Employment as a DVIP is normally fixed-term and typically occurs:

- After advertisements for three years. It is possible to extend a DVIP position that has been advertised. The extensions are capped at two times three years.
- Without vacancy advertisements for up to one year (for foreign employees up to two years) with a possible one-year extension without advertisement.

It is furthermore possible to employ external lecturers in a permanent position.

As a DVIP, you are always employed by a department – never by an administrative unit. It is not possible to be employed as both a DVIP and a VIP at CBS concurrently, unless you are taking a leave of absence from one of the positions. It is however possible to be employed as a TAP and DVIP at the same time. Read/find more in:

- The forms used for employment purposes, available on Share [here](#) under ‘DVIP’
- The procedure for employment as DVIP, available on Share [here](#) under ‘Employment as DVIP’.

## Trainees

It is possible to complete administrative trainee programmes at CBS. Trainees’ training courses often stretch over two years and consist of work placements and school terms. The trainees typically get to work in two different units during their work placements.

The division of roles and duties with regards to hiring trainees:

- An HR consultant has the overall responsibility for trainees and oversees the hiring of trainees (employment, selection of trainee placement unit, etc.)
- The work placement sites (the unit each trainee is assigned to) organises the work placement in more detail, cf. guidelines (read more on the board’s website [here](#))
- The trainees, in collaboration with the HR representative with the overall responsibility for trainees, organise:
  - a monthly meeting with academic and network-building content
  - a yearly seminar with academic content and other activities such as e.g. teambuilding
- Second-year trainees organise an introduction for the new trainees.

Trainees participate in courses, seminars, and other types of events on an equal basis with the other employees in the department where they are doing their placement.

## 1.3. ONBOARDING

CBS wishes for all new employees to feel welcome and be successfully onboarded in their jobs and at CBS as a workplace. The introduction consists of a local introduction programme and a general introduction to CBS.

At the end of the onboarding or after a suitable time, the new employee, the colleagues that participated in the introduction, and the manager evaluate the first cycle.

### **The individual introduction**

The individual introduction programme is organised with a view to the position's character and content and must be ready on the employee's first day of work. The new employee's immediate superior is responsible for drawing up an individual introduction programme, as well as its implementation. The responsibility for the introduction may be delegated to an employee/colleague, where after they will take over responsibility for the programme's implementation.

An individual introductory programme should contain the following elements:

- Guided tour at the place of work, including introduction to colleagues, work conditions, social relations, etc.
- Provision of relevant information material or references to material online or on Share (e.g. CBS' strategy, governing provisions, personnel policy, employee handbook, as well as the unit's strategy, work tasks, annual report, newsletters, guidelines, etc.)
- Introduction to CBS.dk and Share
- Installing PCs and other work tools
- Introduction to the physical work environment, including the local health and safety representative
- Information on the system of trade union representatives and the general consultation committee
- Preliminary introduction to the work tasks performed by the unit and the new employee.

The manager may plan courses for the new employee in accordance with competence needs.

### **The general introduction to CBS**

The introduction consists of two parts:

- A digital introductory course accessible by the employee via Share [here](#). The course contains videos and quizzes that introduce our new employee to all aspects of CBS, our culture, strategy, rules, and framework. It takes 30-40 minutes to complete the course, and you can choose between Danish and English.
- An in-person introductory course, which takes place in the beginning of each semester. The immediate superior can invite the new employee by e-mail to [people@cbs.dk](mailto:people@cbs.dk). The introductory meeting is for both academic staff (VIP) and administrative staff (TAP). It includes contributions from the management about the organisation, goals, and strategies, and allows the new hires to network. Read more on Share [here](#).

### **Special introduction courses**

It is possible to set up special introductions for certain employee groups locally.

## **1.4. INTERNAL MOBILITY**

It is possible for both VIPs and TAPs to look for new challenges and/or framework at CBS in the short or long term. The opportunities for and access to internal mobility for TAPs is described on Share [here](#).

### **Redeployment**

Redeployment is a permanent transfer to a new position or a new field of work within the same position category at CBS. Redeployment for:

- TAP usually takes place after advertisement and filling the position in question, in accordance with the applicable rules, including the rule that we are obligated to choose the best-qualified candidate.
- VIP takes place in accordance with special guidelines, which means that redeployment to another department or centre takes place upon further agreement of the heads of department for the departments without advertisement. It requires special approval from the Vice President.

**Temporary job interchange**

Job interchange is a voluntary arrangement where two or more staff members switch jobs temporarily. Job interchange requires approval from the managers of the affected units. Job interchanges do not require vacancy advertisements, and the employees in question do not need to apply for a leave of absence. It is up to the employees themselves to initiate the process of finding out if a specific interchange is possible.

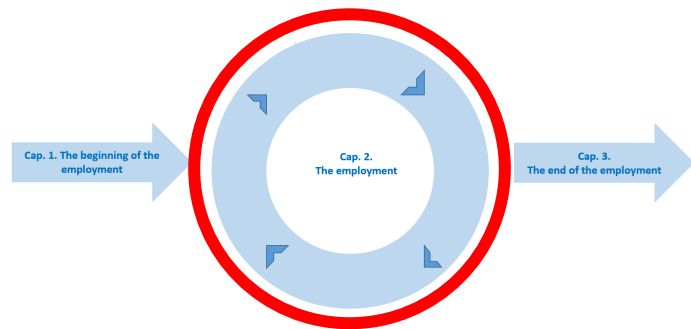
**Temporary positions and interim positions**

If a permanent employee holds a temporary position, a substitute position or similar for a period of time, that is not considered job redeployment. There are special rules for interim positions in lateral or senior positions, for example in cases where an employee, in the absence of the manager, is appointed acting manager. Such situations require that HR be contacted and involved in the process. As a rule, advertisements are not required for interim positions.



# 2. THE EMPLOYMENT AT CBS

This chapter covers the time during your employment at CBS.



## 2.1. WORKPLACE ASSESSMENT (APV)

We work systematically with the work environment and carry out written workplace assessments, APVs, in a recurring survey. We use the workplace assessment to chart both the physical and psychosocial work environment, identify areas requiring an extra effort, and draw up a plan for how we want to improve the work environment in these areas.

We conduct a workplace assessment of the:

- Physical work environment every 3 years. AMO oversees this part. See Share [here](#)
- Psychosocial work environment every 2 years as a part of the staff satisfaction survey. HR oversees this part. See Share [here](#).

## 2.2. WORK HOURS AND WORKPLACE

### Workplace

As a rule, all employees use CBS' physical facilities as their place of work, and all are assigned a workspace at CBS for their disposal. The furnishing and layout of the specific workspace depends on the individual employee's work tasks, etc.

When an employee/manager is hired, they are attached to a unit or a department, which means that the place of work stated in the letter of employment is noted "until further notice" as the address at which the unit or department is located. If the place of work is moved at some point, the contract is not changed except in case of secondment. In case of secondment, the employee's place of work will be changed temporarily and will be noted in the secondment agreement or in another addendum to the employee's letter of employment.

### Teleworking

It is possible for employees and managers to do part of their work as teleworking, i.e. from other places than their workspace at CBS. This can be done after agreement with the immediate superior, taking into consideration the task management, collaboration/coordination, as well as the individual and collective wellbeing.

Find the Policy for teleworking on Share [here](#) as well as various resources [here](#).

### Work Hours

The work hours for a full-time employee are 37 hours a week on average. This means that the work hours may occasionally be more or less than 37 hours, but that they should, over time, be 37 hours on average. The same principle applies to part-time employees, but with their reduced number of hours instead of 37 hours.

If you are unable in your work as TAP to keep your work hours to the number of hours in your contract, you should discuss this with your immediate superior in order to resolve the situation. Your superior will then decide on reorganisation of the task portfolio and/or any payment for extra time or overtime. Allowances for overtime are only awarded if your manager has expressly instructed you to work overtime.

As a special/senior advisor and VIP employee, your work hours are 37 hours a week on average. This means that your work hours may occasionally be more or less than 37 hours, but that they should – over time – be 37 hours on average. The extent to which you are entitled for remuneration for any work beyond the 37 hours depends on the collective agreement covering your employment.

The work hours are generally scheduled with the greatest possible consideration for the tasks that need to be done as well as the employee's personal circumstances. The final work hours are discussed and scheduled in accordance with an agreement between the employee and their manager, or in accordance with local agreements.

For VIPs without a fixed work schedule, CBS must be informed by the immediate superior about the distribution of the work hours and where the employee will be present during work hours.

### **Lunch**

Lunch is included in the 37-hour work week. As an overriding rule, the lunch break is 29 minutes long and must be taken at the place of work, so that you – if or when necessary – are available.

### **Local work hour agreements**

Certain employee groups are covered by local work hour agreements that e.g. determine the scheduling of work hours and breaks, possible availability commitments, etc.

### **Flexible and Fixed Hours**

Fixed hours denote the time (e.g. 09.00-15.00 Monday to Thursday and 09.00-14.00 on Fridays) when the employee must be at work and be available. Fixed hours can be supplemented with so-called flexible hours, usually denoting a specific period before and after the fixed hours, where the employee is free to place the remainder of their work hours. The employees' freedom in terms of work hour scheduling during the flexible hours is however tempered by the fact that the unit must be fully functional during normal opening hours/office hours (determined locally). The employees and the manager are therefore obligated to ensure sufficient staff cover for those hours.

CBS does not have a unified flexible work hour arrangement. There is a flexible work hour arrangement for TAPs (2014).

### **Work Hours during Business Trips**

The work hours spent during business trips are divided into three categories:

- **Actual travel time (transportation hours):** Time spent travelling is considered work hours. However, for administrative officers, the travel time cannot exceed 13 hours per 24-hour period. When calculating the travel time, the time that the employee usually spends on transportation to and from work is subtracted.
- **Work at the temporary place of work/work site:** These work hours are calculated using the normal rules for calculation of work hours. In this case, the work hours are no different than the work hours at the usual place of work/work site. We recommend that an employee pre-emptively ascertains with their superior what is considered work/on duty hours and what is considered leisure time during travels.
- **Time in residence at the temporary place of work/work site, when work is not being carried out:** If there is de facto leisure time during a business trip, when the employee is not working but is also unable to get home, the time in residence is only counted as work hours if the time is in connection with the journey (e.g. waiting at the airport).

## **2.3. WORK-LIFE BALANCE**

CBS wishes to create a workplace with a work-life balance that is beneficial to both CBS as well as individual staff. The work should be scheduled in a way that allows the employee's need for flexibility to integrate with CBS's need for flexibility from its staff.

There is a number of situations in life where we might have an increased need for flexibility to succeed in both our work and personal life, e.g. during:

- Pregnancy and maternity/paternity leave
- Own long-term illness
- Chronic or long-term illness in the family
- Leaves of absence in connection with serious illness in children and members of the immediate family
- Emergencies, including deaths in the immediate family

This flexibility can be achieved through e.g., flexible scheduling of work hours, reduced work hours, scheduling of family days, holidays and compensatory time off, unpaid leave, as well as through teleworking. In some cases, the employee is legally entitled to absence, which applies to e.g., caring for seriously ill children under 18 years of age (when certain conditions have been met). If the employee is not legally entitled to absence, the flexible measures are only initiated if they are compatible with the performance of the work and the operation of the workplace, and if the need is not of a fixed, recurring nature.

## 2.4. SIDELINE ACTIVITY

CBS employees must do their work in accordance with the work performance agreed with CBS. However, CBS wants to cooperate with the surrounding community in order to contribute to promoting growth, welfare, and development. This cooperation with the surrounding community is facilitated by, i.e., CBS' employees also having relevant sideline activities outside of CBS but based in the employee's field of work in a broad sense.

Read the guidelines for sideline activities on Share [here](#).

## 2.5. CBS EMAIL

### **Access to an employee's CBS email account in connection with leaves of absence, resignation, etc.**

Sometimes, a need may arise for CBS to access an employee's email account, network drives, or similar, while the employee is absent.

- **Access to email during leaves of absence**

As a general principle, only employees have access to their email account, as the email account is controlled by the employee's password.

If an employee is sick or absent without this having been planned, CBS can, if there is an operational need, gain access to the employee's email account and acquaint itself with the contents of all emails not marked as "private" in the subject line or saved in an Outlook folder named "private".

In such cases, the manager contacts the employee in question, or their union representative, and informs them that CBS intends to access the employee's email account, so that the employee or their union representative is made aware of this.

If it is not possible to reach the employee despite several attempts, or if the employee declines to cooperate, the manager must contact the union representative, who will then assess whether there is an objectively justified reason for gaining access. Any disputes about objectively justified reasons are ultimately decided by the Danish Data Protection Agency, which often has long delays in case processing. Because a need to access emails is often an acute need, it is recommended that a manager makes a decision about access after seeking legal counsel from HR/Legal.

At the manager's request, the IT department will then change the password to protect the employee's password. The password is changed again upon the employee's return.

If it is possible, in terms of the operational needs, the employee or their union representative are given a few days' notice to remove any private emails, before the manager is allowed access to the email account.

The daily manager is allowed to read any work-related emails. If the manager accidentally opens an email with private contents, the manager must immediately close the email, as it is illegal to read the private mail of others, including emails, without consent, cf. section 263 of the Danish Penal Code. The manager is obliged to inform the employee of the mistake.

▪ **Accessing files on the employee's computer and similar during leaves of absence**

As a general principle, only employees have access to their computer(s), tablets, iPads and more, as these are controlled by the employee's password.

If an employee is sick or absent without this having been planned, CBS can gain access to the employee's computer, tablets, iPads, and more, if the employee has a work-related file that is necessary for the continued work in the department.

In such cases, the manager contacts the employee in question and informs them that CBS intends to gain access to the computer, tablet, iPad, or similar, in order to find the file. The IT department will then change the password at the manager's request to protect the employee's password. The password is changed again upon the employee's return.

▪ **Emails and files on computers and more in connection with resignation or termination**

If an employee resigns from their position at CBS, the employee's email account is deleted as well as all files on the employee's computer.

Upon request to the IT-department, an autoreply can be set up on the employee's email account for a short term after the employee's departure, stating that the employee no longer works at CBS, along with contact information for other people at CBS who may be contacted instead.

During this brief time, CBS may gain access to the resigned employee's email inbox and files, if there is a need to do so for operational reasons.

▪ **If an employee dies**

If an employee dies, private emails cannot be disclosed to the next of kin. CBS may gain access to the deceased employee's email inbox and files, if there is a need to do so for operational reasons.

**Private Use of a CBS Email Account**

Our CBS email accounts are generally for work use only. Emails of a private nature belong in the private sphere and should be kept both in a personal email account as well as outside of working hours. Private use of our CBS email account is only allowed to a limited extent. It can be considered misuse of CBS' email if:

- The employee spends part of their work hours answering private emails, unless this is on a restricted basis.
- CBS email addresses are used for private business, political, religious, or other purposes that are not in accordance with CBS' business, including cases where the employee:
  - Uses the email account to receive and/or disseminate pornographic, racist, or other discriminatory content.
  - Violates the confidentiality of others.

Failure to comply with the guidelines will result in the common sanctions, which moreover may also be applied in cases of non-performance of duties, and which in serious cases may have consequences for the continued employment of the employee. The extent of the employee's private email correspondence should therefore be very limited in scope, so that it does not interfere with the employee's other work-related tasks. However, private emails are not al-

lowed to be opened and read by other people than the person the email was intended for, cf. section 263 of the Danish Penal Code regarding confidentiality. Reading and reviewing other people's private messages may only take place if specific consent has been obtained. Private emails must be marked "private" in the subject line or hidden in an Outlook folder named "private".

If misuse of emails is suspected, the manager of the unit may initiate an investigation after discussion with the administrative director/head of department. The investigation takes place after the employee and union representative have been informed thereof.

## 2.6. CBS' INTERNET

During work hours, employees are allowed to use the internet on their PCs/mobile phones for private use to a limited extent, if this does not interfere with work-related tasks.

It may be considered misuse of the internet if:

- The employee spends part of their work hours surfing the internet for private purposes.
- CBS' internet connections are used to browse website with pornographic or racist content (unless this takes place as part of any research or teaching obligations).

If misuse of this arrangement is suspected, the manager of the unit may initiate an investigation after discussion with their immediate superior. The investigation can only take place after the employee and union representative have been informed thereof.

Instructions for employees' access to downloads of programmes, files, etc., can be viewed on Share [here](#). Outside of work hours, employees may use the internet in accordance with the abovementioned guideline without time restraints.

### Restriction of the use of TikTok

From March 16<sup>th</sup> 2023 it is no longer allowed to use TikTok on CBS equipment, which includes the TikTok app as well as TikTok in the browser (unless this takes place as part of any research or teaching obligations).

On private equipment where CBS data is processed, e.g. for Office365 and outlook, the use of TikTok is not recommended.

## 2.7. CBS' TELEPHONES

During work hours, employees are allowed to use CBS' telephones (stationary as well as mobile phones) for private use to a limited extent, if this does not interfere with work-related tasks. If an employee wishes to use their CBS telephone privately, taxes must be paid on this. Read more on Share [here](#).

If an employee brings a mobile phone paid by CBS with them abroad, particularly outside of the EU, the employee must seek to use local internet connections wherever possible instead of using the phone provider's data connection (roaming). It is recommended to use CBS' VPN when using local Wi-Fi.

It may be considered misuse of CBS' telephones if:

- CBS is charged a disproportionately high phone bill, including in connection with roaming abroad.
- The employee uses their work hours, apart from the abovementioned, for private phone conversations that are extraneous to CBS.

In case of disproportionately high usage, which is not in CBS' interest, the employee may ultimately be asked to reimburse CBS. Additionally, common sanctions, which may also apply in cases of non-performance of duties, will apply.

## 2.8. THE PHYSICAL WORK ENVIRONMENT

The physical work environment concerns the arrangement of the place of work, heavy lifting, repetitive and monotonous work, ergonomics, indoor climatic environment, light, noise, etc. The physical conditions, and how they work on a daily basis, have an impact on how the workplace functions and can influence our health and psychosocial work environment in general.

The safety department in the Campus Services take care of safety related issues such as near misses and accidents at work, fire, evacuation plans, and first aid. Read more on Share [here](#).

The overall work on the physical work environment takes place in AMO and in collaboration with the individual offices, units, and departments. The focus areas for work environment management are set out in the yearly work environment goals, which are selected at the annual work environment discussions in AMU and AMO.

If you need advice on ergonomics and counselling on how to arrange your work station, please contact your local health and safety representative or our ergonomics ambassador at [ergonomi@cbs.dk](mailto:ergonomi@cbs.dk). Read more on Share [here](#).

## 2.9. THE PSYCHOSOCIAL WORK ENVIRONMENT

The psychosocial work environment is about our social wellbeing at the workplace, e.g. in terms of conduct among colleagues, trust between colleagues and collaborative partners, the professional and social work culture respectively, group dynamics, etc. The Psychosocial work environment can affect our mental and physical health – both positively and negatively.

- A **good** psychosocial work environment leads to better collaboration and helps us as both employees and managers to be more strongly engaged and better able to handle changes and any conflicts. It contributes to improved well-being and fewer absences due to illness, which can in turn be a positive contribution to completing work tasks.
- A **bad** psychosocial work environment can increase the risk of physical and mental health issues such as cardiovascular disease, depression, and anxiety. A bad psychosocial work environment can also lead to more absences due to illness, cessation of employment, bad collaboration, as well as low quality or efficiency in work task completion.

HR investigates the psychosocial work environment as part of the staff satisfaction survey every two years.

You have the option of making use of the following offers to prevent or remedy various psychosocially distressing concerns:

- Psychological counselling
- Coaching about stress
- Offers of help with addiction or substance abuse

Read more on Share [here](#), which also has information and instructions on stress, bullying, sexual harassment, substance abuse, as well as violence/threats.

## 2.10. DIVERSITY AND EQUAL OPPORTUNITIES

At CBS, we must all be made to feel included and enjoy a good basis for realising our talents and solving our work tasks, regardless of our gender, sexuality, social and cultural background. It is important that we can all go to work safely, without having to worry about experiencing e.g. sexual harassment or sexism.

CBS wishes to promote diversity and equal opportunities for men and women by stimulating a development where both genders enjoy equal development and career opportunities. See CBS' equal opportunities policy [here](#) and read more on Share [here](#) and our website [here](#).

## 2.11. VACATION AND SPECIAL HOLIDAYS: ACCRUAL

### Accrual of vacation time

You continuously accrue 2.08 days of vacation per month of employment throughout the holiday year, which runs from 1 September to 31 August. This corresponds to 25 days of vacation - five weeks- per holiday year upon employment throughout the entire holiday year. This accrual takes place regardless of the monthly number of work hours you have been employed for. The days are tallied up at the end of each month and can be used from day 1 of the following month. You also accrue vacation time during leaves of absence due to e.g.:

- Illness
- Maternity/paternity and adoption leaves
- Paid leaves, including special holidays
- Personal days
- Child's first and second day of illness
- Unpaid leaves of absence for up to 6 months.

The following groups accrue holidays with pay:

- Employees who are paid a monthly salary, regardless of the number of hours
- PhD students (paid by CBS)
- Trainees, please see the section on trainees.

Employees who are paid by the hour (external lecturers, teaching assistants, student assistants, IT supervisors, and others) do not accrue vacation with pay. As a rule, employees who are paid by the hour instead receive payment in lieu of untaken days of vacation at a rate of 12.5 % of the salary, on which vacation accrual is based. As a rule, these payments are settled with [FerieKonto](#) (Holiday Allowance) on a continuous basis, and the money is withdrawn from there.

### Vacation for Trainees

As a trainee, you are covered by the Danish Vocational Training Act (Erhvervsuddannelsesloven) and subject to special rules. This entitles you to five weeks of vacation in the first and second holiday period after commencement of employment. The vacation time is awarded immediately and does not have to be accrued first. If you are employed:

- After 1 September but before 1 November, you are also entitled to five weeks of paid vacation in this holiday period
- From 1 November to 30 June, you are entitled to three weeks of main vacation in the main vacation period.

### Accrual of Special Holidays

The special holidays are set in accordance with the state's holiday agreement and follows a different principle for accrual than regular vacation days, which are accrued in accordance with the Danish Holiday Act (Ferieloven). You accrue 0.42 days of special holidays for each month of employment in the calendar year. This corresponds to five special holidays a year. You accrue these days of special holidays regardless of your monthly work hours.

The accrual of days of special holidays happens continuously throughout the calendar year, but unlike the regular vacation days you cannot use these days continuously throughout the year. The special holidays are only made available after 1 May in the year after they have been accrued, and they have to be used before 30 April the following year.

## 2.12. VACATION AND SPECIAL HOLIDAYS: USING VACATION TIME

### Using vacation time

You can use your accrued vacation time throughout the holiday year. The holiday year is 16 months and runs from 1

September to 31 December the following year. Vacation planning is done in dialogue with your manager in accordance with CBS' process for using vacation time. You are entitled to take three weeks of continuous main vacation during the period from: 1 May to 30 September. As a rule, the main vacation must be taken within the main vacation period unless otherwise agreed with the local manager. You are entitled to take four weeks of vacation in the holiday year: 1 September - 31 August.

Your wishes for the scheduling of your vacation are accommodated as far as possible. The scheduling of vacations must also take into account local needs for maintaining necessary work functions. As a rule, the vacation should be taken for a full week at a time, but it is also possible to use it as individual days. You use the vacation in the order it has been accrued. That means that you use any deferred vacation days before regular vacation days.

You can see your vacation records and the vacation you are expected to accrue during the holiday year in CBS' system for registering absences, Tempus. Remember that you always have to reserve three weeks of vacation for the summer holidays in order to be able to take paid vacation.

### **Using special holidays**

The period for using special holidays is from 1 May to 30 April. Special holidays are taken together, as individual days, or as half days. You can only use special holidays that you have accrued during your employment at CBS. This means that you are not entitled to special holidays without pay. You arrange with your superior when the special holiday vacation time will be taken. If you have not arranged for the use of the special holidays, you will be given notice to use them.

### **Using vacation time with a work week of less than five days**

Your weekly days off must be a part of the vacation.

Example:

- You work four days a week - Monday through Thursday - and have a weekly day off on Fridays. When you are using your accrued vacation, your usual weekday off on Friday will also count among your used vacation days. In other words, you cannot apply your vacation days only for Mondays through Thursdays and thus stretch your time off to more than five weeks.

### **Recording vacation**

Vacation time and special holidays must be entered into CBS' system for recording absences, Tempus, before they can be used. If you have accrued vacation time with higher or lower hours, please note that your salary will be adjusted.

### **Using vacation time in advance**

It is possible to use 3 vacation days in advance per holiday year after agreement with your immediate superior. It is a precondition that you apply for the vacation days in Tempus, and that the vacation days are used during the current holiday year, and that you do not have accrued vacation days that you could be using.

If you resign while your vacation balance is negative, CBS will deduct the outstanding time from any outstanding salary and holiday pay, including in accrued, but not yet paid, holiday supplements.

It is a precondition for taking paid vacation in advance that you apply for the vacation days in CBS' system for recording absences, Tempus. You can do so by entering the requested days in the system, whereafter your manager receives an email and either approves or rejects your application for vacation in advance. The agreement is not concluded until your manager has approved your request for vacation in advance. You can read more in the instructions for registering vacation in advance.



## 2.13. VACATION AND SPECIAL HOLIDAYS: NOTICE AND SUBMISSION DEADLINES

The five weeks of vacation available to you are divided into the main vacation (three weeks) and remaining vacation (two weeks), respectively:

- As a rule, the main vacation must be taken during the main vacation period, i.e., during the time from 1 May through 30 September.
- The remaining vacation can be taken during the remaining time of the holiday period in question.

In order to ensure the restitution of all employees, CBS wants you to take your vacation and special holidays. CBS will therefore give notice regarding vacations and available special holidays to ensure that you use your vacation. CBS gives notice at the start of the holiday year about three weeks of summer vacation that must be taken during the following summer. In addition, CBS gives notice regarding remaining vacation days that have not yet been taken or planned and registered in CBS' system for recording absences, Tempus, which must be taken during the autumn before expiration of the holiday period on 31 December.

If you have not planned and registered your special holidays in CBS's system for recording absences before 1 January, CBS will give notice that they must be taken in the month of April.

*Pay particular attention to the following important dates:*

- You must register your **summer vacation days** in CBS' system for recording absences, Tempus, no later than **1 June**. If you, in extraordinary circumstances, enter into a written agreement (email) with your superior about taking the three weeks of main vacation partly or entirely outside of the main vacation period (1 May – 30 September), the agreement must be sent to CBS' system for recording absences, [Tempus@cbs.dk](mailto:Tempus@cbs.dk) no later than **1 June** and the days also have to be entered by 1 June.
- If you have not registered or made another arrangement for taking a summer vacation (main vacation) before 1 June 2022, you will receive notice to use the vacation days during weeks 28, 29, and 30.
- Your **special holidays** must be taken before 30 April and be entered into CBS' system for recording absences, Tempus, no later than **1 March**. You have until 1 February to notify Tempus in *the very extraordinary event* that you have entered into a written agreement with your superior about transferring up to five special holidays to the next holiday period.
- The remaining vacation days must be taken before 31 December. In extraordinary cases, it is possible for you come to an arrangement with your superior about transferring the vacation days from the 5th vacation week to the following holiday period. An agreement on transferring the 5th vacation week has to be in writing and be made with the manager responsible for budget/personnel and must be entered into CBS' system for recording absences, [Tempus@cbs.dk](mailto:Tempus@cbs.dk) **no later than 1 November**. A precondition for transferring vacation days is that a plan is made stating the dates for when the transferred vacation days have to be taken.

It is your responsibility as an employee to ensure that the arrangements are submitted to [Tempus@cbs.dk](mailto:Tempus@cbs.dk).

## 2.14. VACATION AND SPECIAL HOLIDAYS: ILLNESS AND COMPENSATION

### **If you become ill before your vacation begins**

If you become ill and must go on sick leave before your vacation begins, you are prevented from taking holiday (termed 'feriehindring'). If you are prevented from taking holiday, it means that you are unable to go on vacation as planned.

You will therefore have to go on sick leave in accordance with the guidelines no later than on the first day of vacation, e.g. Monday morning at the time your workday usually starts (see Share [here](#) under 'Sick Leave').

If you recover before the end of the planned vacation, you must inform your superior, when notifying them of your recovery, about whether you intend to take the last part of the vacation, or if you wish to go back to work upon recovery.

If you go on sick leave before the start of your planned vacation, you can still choose to take your vacation as planned. If you wish to take your vacation as planned, you have to arrange with your superior for your official recovery and subsequent return to sick leave after the vacation. Please note - if you have been on sick leave for a long time, the notice of recovery has to be arranged with your caseworker in your home municipality, as it is of tantamount importance in order for CBS to receive the full refund of daily benefits immediately after the vacation, where after you go back on sick leave. In the above happens, and if you are unable to delete the vacation submitted in CBS' system for recording absences, Tempus, you or your superior only need to contact CBS' system for recording absences, Tempus, about deletion of the submitted vacation.

If you are on sick leave until the end of the holiday period on 31 December, the vacation from the first four vacation weeks will be transferred automatically to the next holiday period.

#### **If you become ill before your special holidays**

If you become ill just before your special holidays are due to begin, you have to take sick leave in accordance with the guidelines no later than on the first day of vacation (see Share [here](#) under 'Sick Leave'), e.g. Monday morning at the time your workday usually starts.

If you become ill before you are due to take a day off for a special holiday, you will be unable to take the day off as planned. You will therefore have to make new arrangements with your superior for when you will take the special holiday. The submitted special holiday must therefore be deleted from CBS' system for recording absences, Tempus. If you are unable to do this, you just need to contact CBS' system for recording absences, [Tempus@cbs.dk](mailto:Tempus@cbs.dk).

#### **Substitute vacation, if you become ill during the vacation**

If you become ill during your vacation, the regular rules for taking sick leave apply, including any decisions about postponing or cancelling planned vacations.

In order to be accorded substitute vacation, the following conditions must be met:

- The immediate superior must be notified of the illness and sick leave on the first day of illness
- If the superior asks for a medical certificate, the employee must pay for it themselves
- The first five days of illness are on one's own account (vesting period), so keep track of the number of sick days.
- The vesting period only begins on the first day of sick leave. If is not possible for you to take sick leave retroactively.

It is also important to remember that:

- The sick days do not have to be a consecutive period in the holiday year in question.
- In order to be accorded substitute vacation in CBS's system for recording absences, Tempus, your superior will send an email with the number of substitute vacation days to CBS system for recording absences, [Tempus@cbs.dk](mailto:Tempus@cbs.dk)
- The scheduling of substitute vacation days must be agreed locally. You are not entitled to take these days in continuation of planned vacation.

#### **If you become ill while you are taking special holidays**

If you become ill while you are taking special holidays, these days do not count as either vesting period or illness arisen during your vacation. The special holidays are considered spent, even if you fell ill during the time off, and it is not possible to be accorded substitute days.

## 2.15. VACATION AND SPECIAL HOLIDAYS: TRANSFER OF HOLIDAY OR MONETARY COMPENSATION

### Transfer of vacation

In order to ensure restitution, CBS wishes for everyone to take their vacation days and special holidays. CBS therefore gives notice regarding all available vacation and special holidays. In extraordinary cases, it is possible for you come to an arrangement with your superior about transferring the vacation days from the 5th vacation week to the following holiday period.

#### Note!

- An agreement on transferring the 5th vacation week must be made in writing and with the manager responsible for budget, and it must be entered into CBS' system for recording absences, [Tempus@cbs.dk](mailto:Tempus@cbs.dk) **no later than 1 November**. A precondition for transfer of the vacation days is that a plan is made stating the dates for when the transferred vacation days must be taken.

### Transfer of vacation due to being prevented from taking holiday

If you are prevented from taking a vacation due to e.g. sick leave, parental leave, or adoption leave, and this has lasted until the end of the holiday period on 31 December, the first four vacation weeks are transferred to the next holiday period.

- If you meet the conditions for transferral of vacation due to being prevented from taking holiday, CBS requests that you arrange for the transfer of vacation weeks 1-4 with your superior and send the agreement (in an email) to [Tempus@cbs.dk](mailto:Tempus@cbs.dk). Your vacation balance in Tempus will then be updated with the transferred vacation weeks.
- You can also request to have the fifth vacation week transferred to the next holiday period if you have been prevented from taking holiday. An agreement on transferring the fifth vacation week is made with the manager responsible for personnel and is sent to [Tempus@cbs.dk](mailto:Tempus@cbs.dk). Your vacation balance in Tempus will then be updated with the transferred vacation weeks.

CBS expects employees and managers to draw up a plan for when the transferred vacation days have to be taken at the time that the vacation weeks are transferred.

### Transferring special holidays

It is possible under extraordinary circumstances for you come to an arrangement with your superior to transfer the special holidays to the next holiday period.

#### Note!

- An arrangement for transferral of special holidays must be made with the manager responsible for budget/personnel and must be entered into CBS' system for recording absences, [Tempus@cbs.dk](mailto:Tempus@cbs.dk) no later than 1 March, in cases where the transferral is not due to having been prevented from taking holiday. A precondition for the transfer of special holidays is that a plan is made stating the dates when the days must be taken.
- If you have been prevented from taking holiday, you must make arrangements regarding transferral of the special holidays to the next holiday period. An arrangement regarding transferral of the special holidays is made with the manager responsible for the budget and sent to [Tempus@cbs.dk](mailto:Tempus@cbs.dk). Your vacation balance in Tempus will then be updated with the transferred vacation weeks.

### Monetary compensation for unused vacation

You can use your vacation time in the holiday period (1.9.-31.12, a total of 16 months). To ensure restitution, CBS wants all employees to take use their vacation days and special holidays. CBS therefore gives notice regarding all available vacation and special holidays.

Monetary compensation for the fifth vacation week and special holidays can therefore only take place in the very rare cases, where you have been prevented from taking holiday (because of e.g. Parental leave/sick leave/resignation) and where it is impossible for you to transfer the vacation to the next holiday period.

In order to receive monetary compensation for the fifth vacation week, you have to submit a request confirming that you have not made arrangements with your superior to have the week transferred to the next holiday period.

Vacation weeks 1-4 are ineligible for monetarily compensation. Unused vacation time from vacation weeks 1-4 expires at the end of the holiday period, unless you have experienced valid reasons for being prevented from taking holiday (e.g., illness, parental leave, adoption) until the end of the holiday period. If you have been prevented from taking holiday for valid reasons, the vacation is automatically transferred to the next holiday period.

In cases of long-term illness and in cases of leaves of absence in accordance with the Danish act on maternity leave (Barselsloven), you have the option under certain circumstances to receive monetary compensation for the unused vacation time instead of transferring it. In order to receive the monetary compensation, you must have been prevented from taking your vacation because of illness or a leave of absence in accordance with the maternity act in two *whole* consecutive holiday periods. If you are ill close to the expiration of the first holiday period on the 31 December and recover afterwards for a time that you are able to use your vacation time, you will be ineligible for receiving monetary compensation.

Note!

- You therefore must be able to document that you have been unable to use your 1-4th vacation week caused by long-term illness or leave of absence in accordance with the Maternity Act for two *whole* consecutive holiday periods. You must also submit a request for monetary compensation for the transferred vacation. The person in charge of the budget must also sign off on the request. The request is sent to CBS's system for recording absences, [Tempus@cbs.dk](mailto:Tempus@cbs.dk).
- You must submit a request in order to receive monetary compensation for the 5th vacation week, confirming that you have not made arrangements with the person in charge of the budget to have it transferred to the next holiday period. The person in charge of the budget must also sign off on the request. The request must be received in [Tempus@cbs.dk](mailto:Tempus@cbs.dk).

### **Monetary compensation for Special Holidays**

If you are unable to use your special holidays because of parental leave/sick leave/resignation before 30 April, you can arrange with your superior that the special holidays will be transferred to the next holiday period. If that is not possible, you can receive monetary compensation for the unused special holidays at the end of the holiday period.

Note!

- You must submit a request in order to receive monetary compensation for the special holidays, confirming that you have not made arrangements with the person in charge of the budget to have it transferred to the next holiday period. The person in charge of the budget must also sign off on the request. The request must be received by [Tempus@cbs.dk](mailto:Tempus@cbs.dk)

## **2.16. VACATION AND SPECIAL HOLIDAYS: CESSATION OF EMPLOYMENT**

### **If you have resigned your position at CBS**

If you have resigned your position, the regular rules for scheduling vacation apply. This means that you will continue to take your vacation time as planned until your resignation comes into effect. Please note that you will not be able to use the last 2.08 vacation days that you accrue until the 1 day of the month after your resignation comes into effect unless you apply to take the days in advance.

For the sake of correct vacation settlement, CBS asks that you register your vacation in Tempus no later than the 5th day of the month after your resignation comes into effect. This also applies to vacation and special holidays that you take during your resignation period.

When you resign, CBS calculates 12.5 percent payment in lieu of untaken vacation for the ordinary vacation, that you have yet to use. The payment in lieu of untaken vacation is settled with FerieKonto, and you can withdraw the money via [www.borger.dk](http://www.borger.dk), when you go on vacation.

If you have any outstanding special holidays when you resign, these will be paid directly to you in connection with the resignation.

### **If you move abroad**

If you resign your position to move abroad, CBS will compensate you for your outstanding vacation, special holidays, directly. Contact the HR payroll office for more information about documentation for moves, etc.

## **2.17. LEAVES OF ABSENCE AND SABBATICALS**

There are various kinds of legitimate absence:

- Illness/sick leave
- Employer-paid leave
- Pregnancy, maternity, paternity, and parental leave
- Other forms of leave/paid and unpaid leaves of absence

A distinction is made between situations, where you:

- are entitled to paid or unpaid leaves of absence
- can apply to CBS for an unpaid leave of absence for a limited or extended time period.

There are options for getting paid leaves of absence and unpaid leaves of absence. All leaves of absence must be arranged with your superior.

### **Paid Leave**

Paid leaves of absence include e.g., sabbaticals in connection with childbirth and adoption, family days, leave for continuing education/competence development, certain kinds of civic duties, etc.

### **Unpaid Leave**

Unpaid leave of absence covers both situations where the employee is legally entitled to a leave of absence, e.g. parental leave, and situations where the employee requests a leave of absence from CBS for a specific period.

If you are not legally entitled to a leave of absence but wish to apply for a sabbatical/unpaid leave of absence for a limited or extended time, you must submit an application for this to your immediate superior. The application form is available [here](#). Leaves of absence are available as both full-time and part-time exemptions from work at CBS.

CBS wishes to accommodate an employee's request for a leave of absence as far as operational needs allow. It is the responsibility of each manager to balance the employee's need with the unit's need to ensure that tasks are carried out responsibly if an employee is granted a leave of absence. Sabbaticals are usually granted for one year at a time and no more than two years. It is possible under rare circumstances and based on a specific assessment to be granted a sabbatical for a longer term. It is up to each individual unit to ensure that the employee has a position at the end of the sabbatical. Employees are not entitled to return to work before the end of the leave period or to return to the same work duties they performed before the beginning of the leave period.

Refusals for sabbaticals/unpaid leaves of absence shall always be given in writing. A refusal can be justified by reasons relating to difficulties in recruiting a qualified employee for a temporary position.

## Registering Absence

CBS uses the system for recording absences, Tempus. Employees must record vacations and other absences in Tempus. Read more about the records and instructions for the use of the system on Share [here](#).

You can contact HR regarding absence, recording absences, etc., via the mailbox at [tempus@cbs.dk](mailto:tempus@cbs.dk).

## 2.18. DAYS OFF/TIME OFF

You are entitled to paid days off in connection with family events and personal events such as:

- Your own wedding and silver wedding anniversary (no more than one day), provided that the day is a weekday
- The death and funeral of close relatives (parents, parents-in-law, grandparents, siblings, children) (no more than one day), provided that the funeral takes place on a weekday
- Moves from one domicile to another (no more than one day), provided that the move takes place on a weekday
- Doctor's appointments and dental appointments, provided that these cannot be arranged outside of working hours
- Necessary accompaniment of children to doctors' and dental appointments, provided that these cannot be arranged outside of working hours
- Exams in case of a course funded wholly or in part by CBS. Employees are entitled to a paid day off on the day of exams as well as one day in the week leading up to the exam, the latter only if operational needs allow.

The organisation of the work hours should be sufficiently flexible to ensure that this kind of absence is possible for the employee. You must arrange each case of absence with your immediate superior.

If you have a lot of doctor's and dental appointments or long-term courses of treatments, your superior will work with HR to determine whether they will be deducted from your salary or take the form of compensatory time off for overtime.

### Religious Celebrations and Public Holidays etc.

As a rule, the following days are employer-paid days off at CBS, although it may be necessary to have some employees work on these days with regards to operation and safety:

- New Year's Eve
- New Year's Day
- Easter Maundy Thursday, Good Friday and Easter Monday
- 1 May from 12:00, provided that this is requested by the employee from their superior, and that their superior determines that operational needs allow
- Store Bededag (All Prayer's Day)
- Ascension Day
- Pentecost: Whitmonday
- Grundlovsdag (Constitution Day)
- Christmas Eve, Christmas Day, Second Christmas Day

## 2.19. BENEFITS, WORK TOOLS, AND PRESENTS

Read more about benefits, employee agreements, discount schemes, etc., on Share [here](#).

### Employer-paid Internet, Home Internet Connections

You may be accorded a home internet connection paid by your employer if your superior determines that it is necessary for operational needs and for your work. Your superior must contact Procurement to get the home internet connection set up.

## Mobile Phones

You may be provided with an employer-paid mobile phone as a work tool for your work as a manager/employee. This presupposes a professional need, e.g. that you go on a lot of business trips and/or that it is necessary to be able to reach you outside of work hours. Your immediate superior determines if there is a professional need.

If you are provided with a mobile phone abroad (particularly outside of the EU), we encourage you to use local internet connections wherever possible during roaming.

Read more about taxation of mobile phones, etc., on Share [here](#).

## Computer Glasses

You can receive a financial contribution to computer glasses. Read more on Share [here](#).

## Gifts

As a rule, we, by virtue of being public employees, are *not* allowed to receive gifts from external parties in connection with our work, but there are some exceptions. Read more on Share [here](#).

## 2.20. PREGNANCY, MATERNITY, PATERNITY, AND PARENTAL LEAVE

There are various kinds of leave of absence in connection with the arrival of a child, and there are different rights for mothers and fathers.

As a mother, you are entitled to the following leaves of absence:

### ▪ **Pregnancy Leave**

When you are pregnant, you must inform your immediate superior about the pregnancy no later than three months before the expected birth. You are entitled to go on pregnancy leave six weeks before the expected due date. When you go on pregnancy leave it will be determined based on the ultrasound due date in your pregnancy records. The date is included in the six-week period as day 42. It is important that you fill out the pregnancy leave form available on Share [here](#). You are entitled to receive a salary during your pregnancy leave if you meet the requirements for the qualifying period of employment, and CBS is refunded by Udbetaling Danmark.

### ▪ **Maternity Leave**

You are entitled to maternity leave for the first 14 weeks after the birth. The maternity leave commences the day after the birth of your child. The first two weeks of maternity leave are compulsory and must be taken fully. You can resume your work in whole or in parts for the remaining 12 weeks of the maternity leave, if there is a need to do so. Please note that the maternity leave will not be extended by the time in which you resumed your work. You must notify your manager and HR about how you want to use your maternity leave no later than eight weeks after the birth. You are entitled to receive a salary during your maternity leave, if you meet the requirements for the qualifying period of employment, and CBS is refunded by Udbetaling Danmark.

As a father, you are entitled to the following leave:

### ▪ **Paternity Leave**

You must inform your manager three months before the expected birth that you are going to be a father. If you wish to go on paternity leave, you must inform your manager of this no later than four weeks before the expected birth. You are entitled to take paternity leave within the first 14 weeks after the birth of the child. As a rule, the paternity leave is for two consecutive weeks, unless otherwise agreed with your manager. You are entitled to receive a salary during your paternity leave if you meet the requirements for the qualifying period of employment, and CBS is refunded by Udbetaling Danmark. You must notify your manager and HR about how you want to use your paternity leave no later than eight weeks after the birth

Both parents are entitled to go on parental leave:

- **Parental Leave**

Both parents are entitled to go on parental leave. Both parents are entitled to 32 weeks of parental leave. Please note, that as parents you are entitled to a total of 32 weeks of paid leave (daily benefits, 'dagpenge') between you. It is a requirement that CBS is refunded by Udbetaling Danmark for the paid part of the parental leave. The parental leave can be taken in many ways in agreement with your superior. It is possible for you to stretch your parental leave from 32 weeks to 40 or 46 weeks, but in that case, you must note that the daily benefits (dagpenge) are not stretched correspondingly, until you have used the part of your parental leave with pay.

As parents you can choose between taking your parental leave at the same time, alternately or in turn. You can choose to make a rights-based deferral of between eight and 13 weeks of the leave, which you can bring with you to another place of employment. If you wish to take your rights-based leave, you must give notice to your superior no later than 16 weeks before the leave. You can also choose to make an agreement-based deferral of the parental leave. If you make an agreement-based deferral of your leave, please note that you are not entitled to take the leave with you to a new place of employment. You must notify your manager and HR about how you want to use your parental leave no later than 8 weeks after the birth. Use the form located on Share [here](#).

- **Paid Parental Leave in accordance with the Maternity/Paternity Leave Agreement**

If you as parents are both covered by the maternity/paternity leave agreement, you are entitled to 19 weeks of paid parental leave in total. This is the so-called 6+7+6 model. Where six weeks' leave are earmarked for the mother, and seven weeks are earmarked for the father. The remaining 6 weeks can be distributed between you. If only one of you is covered by the state's maternity/paternity leave agreement, the parent covered by the agreement is entitled to 12 or 13 weeks of paid parental leave. This is true regardless of whether the parent not covered by the state's maternity/paternity leave agreement takes paid parental leave under other rules. If you/both of you are to receive pay during your parental leave, it is a prerequisite that CBS is refunded by Udbetaling Danmark.

There are special rules and options for sabbaticals if you are paid by the hour, if you are a co-mother, if you adopt a child, or if you live in a registered partnership.

Read the guide to maternity/paternity leave on Share for a thorough walkthrough of rules and options for sabbaticals.

## 2.21. ANNIVERSARY

The state marks when an employee has been a civil servant with the Danish state for 25, 40, or 50 years. You must inform CBS HR about the anniversary date well in advance, as CBS HR is unable to access any information about it. You will be asked to submit documentation for the circumstances of your employment on which the anniversary is based.

## 2.22. COMPETENCE AND CAREER DEVELOPMENT

### Competence Development

Competence development is a joint matter for employees and management. Both parties must assume a responsibility for ensuring a strengthened competence development that meets both CBS' needs and the employees' individual and professional development. The competence development must be both:

- Strategic, i.e. be related to CBS' objectives and tasks
- Systematic, i.e., be a structured and ongoing process and form a part of the yearly recurring performance and development review (medarbejderudviklingssamtale, 'MUS').

Read more about competence development on Share [here](#).



**Application for Funds from the State Sector Competence Fund**

All employees can apply for funds for competence development from the State Sector Competence Fund. The fund provides support for individual competence-building competence development and must be a supplement to the financial resources already used by CBS. There are application deadlines three times a year. The resources are distributed on a first come, first served basis, and some fund resources are depleted in a matter of hours, so it is important to act quickly. Read more on Share [here](#).

## 2.23. PAYROLL

### Salary Policy and Agreements

The salary policy and salary agreements can be found on Share [here](#) under 'Salary Policy'.

### Salary Pay Negotiations

CBS conducts the annual salary negotiations every year in March/April for all employees. When the process is begun, TAPs are notified through their union representative, while VIPs are notified by HR.

The following applies for **TAP**: The salary negotiations are largely conducted between the local union representatives and the local manager. But some employee groups can negotiate for themselves. HR helps with the process and tools.

The following applies for **VIP**: The salary negotiations for most VIPs are conducted between the vice dean and union representative or senior staff salary negotiator. HR helps with the process and tools.

## 2.24. EXTRA WORK AND OVERTIME

Extra work and overtime should be avoided as much as possible.

The rules for extra work/overtime do not apply to VIPs, cf. section 14(1)2 of the collective agreement between CBS and the Danish Confederation of Professional Associations.

The rules for extra work/overtime for TAPs depend on the collective agreement that the employee is covered by. The following includes some of the fields in collective bargaining that many of the employees at CBS covered by. Please contact HR for guidance on other collective agreements.

### **TAP employees covered by the collective agreement with the Danish Confederation of Professional Associations (AC)**

In general, compensation for overtime work presupposes that the employee has been assigned the overtime work in accordance with special instructions, or that it has been a prerequisite for proper performance of the service. Moreover, the overtime work must be of a greater extent and must have extended over a period that - as a rule - is four weeks or more. In addition, there will most often be some formal requirements that have to be met.

For part-time employees, the working time norm in connection with overtime is the full-time norm, unless the overtime is performed on weekends or on public holidays. Until the full-time standard is met, only ordinary hourly wages are paid for the extra work.

Specialist consultants and senior advisors are not covered by the rules for extra work/overtime. Specialist consultants and senior advisors can request/negotiate a one-off payment during the salary negotiations for remuneration of extra work on a larger scale.

### **TAP employees covered by the collective agreement with HK or the collective agreement with PROSA**

In general, compensation for overtime work presupposes that the employee has been assigned the overtime work in accordance with special instructions, or that it has been a prerequisite for proper performance of the service. Moreover, the overtime work must be of a greater extent and must have extended over a period that - as a rule - is four weeks or more.

If the working hours performed have exceeded the working hours for the period, the hours of time off are reimbursed with a supplement of 50 percent or with an hourly wage with a supplement of 50 percent. Working hours are calculated for a period of one month.

## 2.25. ALCOHOL AND SUBSTANCE ADDICTION AND ABUSE

Alcohol and substance addiction and abuse are not only private problems, but they are also a problem in terms of management and colleagues, because it can affect your work ability and collegial relations.

The employee is responsible for overcoming the addiction. Colleagues and union representatives can help ensure that help and support is initiated. The immediate superior is obligated to discuss any problem related to abuse with the employee in question as soon as possible.

Read more about CBS' offers for treatment of substance abuse on Share [here](#).

## 2.26. PERSONNEL DATA

### Handling and Storing Personal Data

It is important that all staff, employees as well as managers, store personal data safely to prevent unauthorized access. Personal information is divided into confidential and non-confidential information:

Examples of non-confidential information	Examples of confidential information
<ul style="list-style-type: none"><li>▪ Name</li><li>▪ Address (unless classified/unlisted)</li><li>▪ Admission data</li><li>▪ Enrolment data</li></ul>	<ul style="list-style-type: none"><li>▪ CPR number</li><li>▪ Student identification code/card</li><li>▪ Password</li><li>▪ Medical information</li><li>▪ Disciplinary proceedings</li><li>▪ Grades</li><li>▪ Social problems</li><li>▪ Financial information</li></ul>

Read more about rules and guidelines on Share [here](#).

### Information Security

Our information security policy describes the overall framework for information security at CBS, as well as a structure designed to strengthen, from a security point of view, the legal, responsible, and stable operation of CBS' IT systems. The information security policy ensures that data are available, that data retain integrity, and that data stay confidential. Users must be authenticated and authorised, so that only verified users can read, change, and delete the data for which they are authorised. The information security policy is available on Awareness [here](#).

Violations of the information security rules can lead to sanctions as described in this employee handbook.

### Emails with Personal Information

Emails with confidential personal information may be sent internally between employees, if there is a professional purpose for the information exchange. Emails with confidential personal information must also be deleted when they are no longer needed for specific case handling or performance of duties.

Sending internally means sending from one @cbs.dk account to another @cbs.dk account.

Communication with students via their CBS email is encrypted, and it is therefore allowed to send emails containing personal information to the students' CBS email. It is not allowed to send emails containing personal information to students' private email unless the email is encrypted.

## 2.27. PERSONNEL POLICY

Our personnel policy expresses the expectations and demands that the management and staff set for each other, as well as the duties and rights of the management and employees, respectively. Everybody is expected to comply with the personnel policy. See the policy on Share [here](#).

The personnel policy includes the following subjacent personal policy management papers:

Guidelines for:

- Work-related stress (see Share [here](#))
- Harassment, including sexual harassment (see Share [here](#))
- Bullying (see Share [here](#))
- Addiction and abuse, including alcohol abuse (see Share [here](#))
- Smoking (see Share [here](#))
- Sick leave (see Share [here](#))
- Violence and threats (see Share [here](#))

Policy for:

- Sideline activities (2019) (see Share [here](#))
- Remote working (2021) (see Share [here](#))
- Equal opportunities (2013) (see Share [here](#))
- Seniors (2013) (see Share [here](#))
- Health, including e.g., alcohol abuse (2013) (see [here](#))
- Whistle-blower scheme (see Share [here](#))
- Fixed-term employment (2017) (see Share [here](#)).

## 2.28. PERSONNEL CASES

A 'personnel case' is a case where the outcome may affect the staff member's employment. The personnel case may arise from either employee- or business-related matters, described in the two following main sections.

### **Personnel Cases due to Employee-Related Matters**

Personnel cases based on individual matters might be cases where an employee does not live up to the qualification requirements of the position, does not put in enough of a work effort, violates the information security rules, or because of collaboration difficulties because of the employee, between the employee and their superior, colleagues, and/or CBS' collaborative partners.

The immediate superior works with HR Legal taking the case's specific circumstances into account to assess whether an employee is going to receive a reprimand, a warning, or if it is necessary to initiate a process of termination. In situations of a particularly grave nature, the employee may be dismissed.

Possible outcomes:

#### **Reprimand**

A reprimand is a regular management interview, wherein the manager presents the issues that the employee must improve, such as the employee's performance, conduct, or the like. It is not decisive that the manager uses the word 'reprimand'. What is important, however, is that the manager makes clear to the employee which issue(s) is/are unsatisfactory and need to be changed/improved. The employee is allowed to bring an observer.

The interview is a dialogue between the employee and their manager. The manager must then send a short email to the employee summarising the issues that need to be improved/changed. It is important that the manager informs the employee that the email will be entered into the records of the employee's personnel case. HR is not generally involved in reprimands, except as a potential sparring partner for the manager.

If an employee receives a reprimand, they must naturally be given a chance to improve/change. The time accorded to the employee to show changes/improvements depends on a case-by-case assessments as well as the nature of the issue/character of the case. It is important that follow-up interviews are conducted between the employee and their manager to follow up and to support the employee.

### **Warning**

A warning is a written acknowledgement from the manager that the employee's work effort, conduct, or similar, is unsatisfactory and must be changed/improved significantly. A warning includes a description of the issues that the employee must change/improve significantly. A warning is issued so that the employee has a chance to correct the issues mentioned in the warning. Failure to comply with a warning may lead to consequences for the employee's employment.

As a warning is an administrative judicial decision which can impact the employee's employment, the employee will be consulted about the intended warning before a final decision is made. The procedure for a warning is:

- The manager invites the employee to a formal interview. The employee may bring their union representative or another observer to the interview. It is of course optional for the employee if they wish to bring their union representative or another observer. CBS does however recommend that the employee bring their union representative or another observer, because it is often advantageous to bring a person with you to listen, and to consult and advise you afterwards.
- The employee receives a written consultation letter in connection with or in response to the interview, which sets out the background for the intended warning. The consultation letter is also sent to the employee's electronic inbox.
- After receipt of the consultation letter, the employee has a set deadline to provide comments in writing about the intended warning.
- After expiry of the consultation deadline, a decision is made based on the consultation letter and any written comments from the employee. The decision is sent to the employee's electronic inbox.

### **Termination of employment**

Termination must always be in writing and include the grounds for termination. Because termination is an administrative judicial decision that will impact the employee's employment, the employee will be consulted about the intended termination before a final decision is made. The procedure for termination is:

- The manager invites the employee to a formal interview, to which the employee may bring their union representative or another observer. It is of course optional for the employee if they wish to bring their union representative or another observer. CBS does however recommend that the employee bring their union representative or another observer, because it is often advantageous to bring a person with you to listen, and to consult and advise you afterwards.
- The grounds for the intended termination will be explained during the interview.
- The employee receives a written consultation letter in connection with or in response to the interview, which sets out the background for the intended termination. The consultation letter is also sent as digital mail to the employee's electronic inbox.
- After expiry of the consultation deadline, a decision is made based on the consultation letter and any written comments from the employee. The decision is sent to the employee's electronic inbox.

### **Dismissal**

If an employee is guilty of gross negligence of their employment, it can lead to dismissal. This means that the employment is discontinued with immediate effect. This means, i.e., that salary payments end on the day of dismissal.

A decision on whether a case of negligence is severe enough to warrant dismissal is always made based on a case-by-case assessment. The following (not exhaustive) list of examples can be considered reasons for dismissal:

- Crimes against property (theft, embezzlement, and fraud)
- Plagiarism
- Unauthorised absence
- Refusal of work
- Gross disloyalty to CBS
- Violence
- Violation of formal notices previously given to the employee.

As a dismissal is an administrative judicial decision that impacts the employee's employment, the employee will be consulted about the intended warning before a final decision is made.

The procedure for a dismissal is:

- The manager invites the employee to a formal interview, to which the employee may bring their union representative or another observer. The grounds for intended dismissal will be explained during the interview. It is of course optional for the employee if they wish to bring their union representative or another observer. CBS does however recommend that the employee bring their union representative or another observer, because it is often advantageous to bring a person with you to listen, and to consult and advise you afterwards.
- The employee receives a written consultation letter in connection with or in response to the interview, which sets out the background for the intended dismissal. The consultation letter is also sent to the employee's electronic inbox. The deadline for replies in connection with a dismissal is very short.
- After expiry of the consultation deadline, a decision is made based on the consultation letter and any written comments from the employee. The decision is sent to the employee's electronic inbox.

### **Cases Based on Company-Related Matters**

Cases based on internal matters at CBS may be a result of external factors, such as e.g. calls for savings or relinquishment of duties. It may also be that terminations are necessary because of CBS' own management decisions, such as decisions about changing the organisation, restructuring, rationalization or the like.

In cases where an intended termination is based on CBS-related matters, the procedure with consultation will also take place.

Points of attention:

- Outplacement

In cases of terminations based on CBS-related matters, the employee getting terminated will, wherever possible and if CBS deems it necessary, be offered individual counselling (a so-called outplacement) with an external company. However, this does not apply to substitutes and employees paid by the hour, such as student assistants.

- Special protection of union representatives

If a union representative's work/duties are no longer needed, they are entitled, as a rule, to be transferred to another job/other duties, even if this means that another employee must be terminated. This does however require that the union representative is qualified to carry out the duties they are transferred to, or that they can become qualified through a reasonable amount of retraining/continuing education.

- The Law on Notification of Redundancies (Varslingsloven) / mass redundancies / collective redundancies

If CBS is forced to terminate a large number of employees, it could under certain circumstances entail so-called mass redundancies or collective redundancies. In this type of situation, the law will apply, and CBS will, among other things, be obliged to:

- Negotiate with the employees (HSU and the union representatives)

- Notify the regional labour councils about the redundancies
- Comply with certain minimum requirements with regards to when the redundancies will be taking effect.

A specific plan for procedures will be drafted and then announced to the entire organisation. CBS will attempt to make use of so-called preventive measures such as natural wastage, part time employment and/or outplacement/redeployment to the widest extent possible.

## 2.29. SMOKING

Information about smoking areas is available on Share [here](#), and the topic of smoking is included in the health policy (see Share [here](#)). The rules for cigarettes also apply to e-cigarettes.

## 2.30. COOPERATION BODIES AND POSITIONS OF TRUST

CBS is obligated to have a consultation committee pursuant to the state agreement on cooperation and consultation committees. At CBS, we have:

- **The General Consultation Committee (HSU)**  
HSU manages the general consultation committee duties. Read about the framework for HSU's activities, including purpose, composition, tasks and agendas/minutes from the meeting on Share [here](#).
- **Local consultation committees (LSU)**  
CBS' administrative units have LSUs. You can find an overview of the LSUs and their rules/framework on Share [here](#). CBS' departments do not have LSUs but instead have department forums.
- **Department forums**  
Each department has a department forum. The purpose of department meetings is to advise the head of the department with regards to ensuring that department meetings are held, which are the key forum for involvement and information in the department. Read more on Share [here](#).

You can read more about the frameworks and conditions for consultation committees on the Danish Employee and Competence Agency's website [here](#) as well as the cooperation secretariat's website [here](#).

### The Working Environment Organisation (AMO)

AMO works to ensure a safe and secure work environment at CBS. AMO, which consists of 11 work environment groups, elect two manager representatives and two employee representatives to participate in the health and safety committee's (AMU) strategic work on behalf of AMO. Elections for AMO are held every three years. Read more and find an overview of the health and safety representatives on Share [here](#).

## 2.31. SENIOR SCHEMES

The following volunteer arrangements can be set up between the employee and management as senior schemes, if it is compatible with the unit's work responsibilities.

- **Phased retirement.** This requires that you have been in a managerial position for a certain number of years and are at least 58 years of age. It is possible to arrange for additional pension contributions and a personal allowance in connection with the arrangement.
- **Part time.** This requires, i.e., that you are at least 60 years of age and that you work a minimum of 15 hours a week in a part-time position. It is possible to arrange for an additional pension contribution.
- **Paid absence.** This requires that you are at least 62 years of age. It is possible to be awarded paid absence corresponding to up to 12 days with pay or retention bonus (a bonus for deferring retirement to a stipulated time).

The collective bargaining in 2021 further led to a **senior bonus scheme** entailing that all employees are entitled to an annual senior bonus at 8.5 percent of the annual salary from the calendar year in which they turn 62.

The parties also agreed during the collective bargaining that employees that have turned 60 are to be offered a chance to discuss senior perspectives in connection with the performance and development reviews. The interview is to focus on retention as well as the employee's wishes and expectations for their work life in both short and long term.

## 2.32. STALKING

If you are experiencing stalking, you should notify your immediate superior/manager. CBS does not require any documentation for the stalking, as it can be difficult to provide evidence for this.

Possible measures:

- Your superior informs everyone in your department that your name and data may not be disclosed to people outside of CBS
- HR marks in the master data system that your address and telephone number is secret, and that this information may not be given to people who do not have a work-related need to receive it or to people outside of CBS
- The webmaster in the IT department sorts/blocks your information in the telephone directory at cbs.dk (blocking in the data hub). This means your information will not be shown on [www.cbs.dk](http://www.cbs.dk).

## 2.33. ILLNESS/SICK LEAVE

You have different rights during illness:

- Employees are covered by the Law on Salaried Employees, which means that the vast majority of people at CBS are entitled to full pay during illness when they call in sick in time (which is no later than 09:00 in the morning or before the normal commencement of the workday)
- Employees that are not covered by the Law on Salaried Employees are not necessarily entitled to pay during illness.

As stated in the personnel policy as well as the guidelines for sick leave, CBS does not consider illness to be the responsibility of each individual employee, but a collective responsibility. CBS therefore wishes to retain employees on sick leave to the greatest extent possible considering the operation and wellbeing in the unit and bring them back to work in the gentlest and best possible way. This happens, i.e., through regular contact with the employee during their sick leave.

An employee on sick leave will be contacted by their superior and asked to participate in e.g., a manager-employee conversation or a conversation regarding absence due to illness, depending on the nature of the sick leave, and an employee on sick leave may be asked to provide a so-called 'friattest' (medical certificate) stating the expected date of recovery, or prepare a so-called fit-for-work declaration with their superior. You can read more about the different interviews, declarations, statements, and other regulations in connection with sick leave in the following.

You can read more about sick leave (see Share [here](#)).

### The procedure in connection with illness

- Calling in sick and recording absence in case of illness  
You must – unless your superior designates other guidelines - call in sick with your unit as soon as possible before work commences and no later than 09:00 on the first of absence. You must register your absence in the system for recording absences, Tempus. The default is that you only register your sick leave once you have recovered and are back at work.



In the case of extended sick leave, i.e., longer than one week, you must notify your superior, who will then ensure that the absence is registered in Tempus.

- **Manager-Employee Conversation**

You will be invited to a manager-employee conversation if you have been absent due to illness of more than 15 days within the past 12 months. The purpose of the conversation is to create a positive environment to aid you as an employee in reducing your absence. Read more about this in HSU's policy on sick leave. As an employee, you are obligated to appear for and participate in such a conversation. In the rare instances where turnout is physically impossible due to the nature of the illness, the conversation can be conducted on the phone/online in exceptional circumstances- You can read more about the manager-employee conversation in HSU's guidelines for sick leave (see above link).

- **Conversation Regarding Absence due to Illness**

The purpose of the conversation is to clarify when and how the employee can return to the workplace. As an employee, you are obligated to appear for and participate in such a conversation. In the rare instances where turnout is physically impossible due to the nature of the illness, the conversation can be conducted on the phone/online in exceptional circumstances- You can read more about the conversation regarding absence due to illness in HSU's guidelines for sick leave (see above link).

- **Medical certificates - two different kinds:**

- *Friattest*

- As a rule, a so-called friattest (corresponding to what used to be called "varigheds-/lægeerklæring") is used only if there is a need to document that you have been ill, and/or if CBS needs to be informed about the expected date of recovery or partial resumption of work.

- *Fit-for-work certificate*

- The purpose of a fit-to-work certificate is to clarify which functions you are able or unable to perform. This forms the basis for planning your return to work or retention in a way that is most beneficial for you as an employee. A fit-for-work certificate consists of two parts: The first part is completed in collaboration between the superior and the employee. As an employee, you are obligated to attend the review and contribute to the completion of the certificate. In the rare instances where turnout is physically impossible due to the nature of the illness, the form can be completed via a discussion between the employee and the superior via the phone/online. The second part of the fit-for-work certificate is completed by your doctor.

- **Retention Plan**

If you are expected to be absent due to illness for more than eight weeks, you can ask your manager to get a retention plan drawn up. There is a plan for how you can retain your link to CBS during your illness. The retention plan can e.g. help reduce or eliminate the uncertainty an employee sometimes feels during illness. Elements in a retention could e.g. be:

- Reduction of work hours with a gradual return to full time
- Permanent or temporary change of work tasks
- Aids such as changed office supplies or the like.

- **Collaboration with municipal authorities**

If you are absent due to illness at CBS, you are obligated to collaborate with your home municipality and CBS, including participating in any follow-up meetings the municipality may convene with you during your sick leave, as participation in such meetings is a prerequisite for CBS to receive a refund of sickness benefits and for you to get paid. Of course, the latter only applies to employees that are entitled to pay during illness.

### **Long-term and/or Serious Illness with Special Absence**

In cases of long-term illness, the manager should contact HR for sparring on whether e.g. there is a need to obtain a fit-for-work certificate or a so-called friattest. The manager is of course also responsible for conducting a manager-employee conversation etc. in accordance with CBS' policy on sick leave.

### **Termination because of absence due to illness**

Situations may arise where there are no prospects for an employee to return to work within a reasonable time frame, or if the absence due to illness is disproportionately high. In those situations, CBS may be forced, for operational needs, to terminate the employment because of a high rate of absence due to illness.

This only happens based on a specific assessment with, i.e., particular emphasis on the following parameters:

- How much of a burden the sick leave has been and will be for the operation of the unit.
- The length of the sick leave or the frequency
- The employee's employment seniority
- The prospect of return/recovery, including the possibility of returning to work without a risk of relapse.
- Whether the illness is work-related
- The illness pattern (e.g. does the illness often manifest on Mondays/Fridays?), etc.
- The medical assessment.

CBS will furthermore, wherever possible, take critical illness into account. Prior to a possible termination due to a high rate of absence due to illness, the employee will normally, as a rule, first receive a so-called letter of consequence stating that the employee's absence due to illness is so disproportionately high that it is incompatible with the operation, wherefore CBS expects the employee to return to work and significantly reduce their absence due to illness upon expiration of the current sick leave/medical certificate, as failure to do may be of consequence for the employee's employment in terms of a possible termination.

The employee is invited to a serious interview, to which they can bring their union representative or another observer. The letter of consequence will be reviewed and handed over to the employee, who acknowledges receipt of the letter of consequence. The acknowledgement is only for receipt of the letter. If the employee does not wish to acknowledge receipt of the letter of consequence, or exceptionally is unable to participate in the interview (due to the nature of the illness), the letter of consequence will be sent to the employee's private address as both regular mail and registered mail. The employee will be able to provide comments on the letter of consequence.

If upon receipt of the letter of consequence the employee does not reduce their absence due to illness significantly, they may be terminated if the absence due to illness is of such an extent that it is incompatible with the operation. Any termination will be conducted in accordance with the "regular" procedure for these matters.

## **2.34. UNION REPRESENTATIVES (TR)**

Union representatives are the professional organisations' representatives at CBS and the employees' representatives with the management. Union representatives also have a number of obligations towards CBS as their employer. A union representative must promote and maintain a good working relationship at CBS with both their professional organisation as well as CBS. As a representative for the union, a union representative has a special duty to act in accordance with the arrangements and collective agreements in force, as well as to promote good and calm working conditions. As a representative of the employees, a union representative facilitates the collaboration between management and staff.

### **Elections**

Union representatives are elected from organised employees with a least nine months of employment at CBS. Trainees and apprentices are not eligible for election. In order to strengthen the union representatives' abilities to perform their duties as union representatives in the best possible way, it is desirable that union representatives are elected among employees whose employment level is not too dissimilar from the employment level of the employee group

that the given union representative is going to represent. It is also encouraged the particular union representative is elected for at least two years at a time.

### **Time**

The union representative takes the necessary time to dispense their duties responsibly, taking into account CBS' work tasks. The time that the union representative spends performing their duties within the union representative's regular work hours is included fully in the union representative's work time statement, making them equal to the union representative's other work tasks as a 'regular' employee. Any time used outside of the union representative's regular work hours are only included in their work time statement, if CBS is the one laying claim to their time in their capacity as a union representative. Read more about the rules in PAV [here](#).

### **Special Protection**

Union representatives enjoy special protection in carrying out their duties as union representative in terms of termination and relocation, and termination of a union representative must be based on compelling reasons. Read more in the Danish state's Instructions on State Employee Representatives [here](#).

### **Compensatory Competence Development for Employees in Positions of Trust**

Employees who have taken on positions of trust such as union representative, health and safety representative, or other common functions at CBS may, if they have been unable to update their knowledge due to their duties in the position of trust, be offered compensatory competence development when they retire from the position of trust. Individual plans and agreements in this regard are made with the direct superior.

## **2.35. BUSINESS TRIPS**

Read more about travel insurance, booking business trips, etc., on the Finances page on Share [here](#).

## **2.36. SATISFACTION SURVEY**

CBS carries out a questionnaire-based satisfaction survey for all staff, employees as well as managers every other year (see Share [here](#)). It forms a part of the workplace assessment, which deals with the psychosocial work environment, including well-being and psychosocial topics. Based on the results of the survey, managers collaborate with you to initiate activities and initiatives both locally and across CBS that support the efforts to become an even more attractive place of work.

HSU does the planning and coordination of overall work on the satisfaction survey, including questionnaires, reporting for the definitive plans of action, and follow-up. HSU establishes a monitoring group including members representing managers, union representatives as well as health and safety representatives to monitor the planning, reporting, and follow-up.

## **2.37. VIDEO SURVEILLANCE**

CBS' buildings are monitored through internal TV surveillance (ITV). The purpose is not to monitor the employees but to protect CBS' assets and buildings against theft and property damage. If CBS is burgled, the surveillance material will be used to try to find the perpetrator. Read more on Share [here](#) (e.g., how the video material is stored).

## **2.38. DEVELOPMENT REVIEWS (MUS, LUS, AND GRUS)**

### **Performance and Development Reviews (MUS)**

Conducting an annual performance and development review (MUS) is compulsory for you as an employee. Some groups of employees have a group performance and development review (GRUS) instead of or as a supplement to MUS. The time, format, and contents of the development reviews differ across the organisation. Read more on Share [here](#).

Employees that have turned 60 are to be offered a chance to discuss senior perspectives in connection with their performance and development review. The interview is to focus on retention as well as the employee's wishes and expectations for their work life in both short and long term. Please also see the section regarding the senior scheme.

#### **Leadership Development Reviews (LUS)**

It is mandatory to conduct an annual leadership development review with all employees holding a managerial position. Read more on Share [here](#).

#### **Group Performance and Development Reviews (GRUS)**

You can arrange to conduct a group performance and development review when the need arises. The purpose is e.g. to obtain a joint focus and a reflection on your tasks and goals and/or competences, resources, and development potential. Read more on Share [here](#).

## **2.39. VACCINATIONS**

### **Influenza Vaccine**

CBS offers free influenza vaccines on a volunteer basis. Read more on Share [here](#).

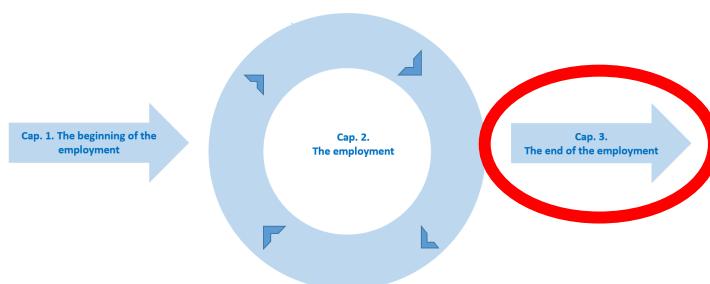
### **Vaccinations in connection with Business Trips**

CBS covers your costs for a mandatory vaccine in connection with business trips abroad. Read more on Share [here](#).

# 3. THE END OF THE EMPLOYMENT

This chapter covers the end of employment at CBS.

The first sections will be relevant to most people, and the last section will be relevant to the least amount of people.



## 3.1. EMERITUS/EMERITA

You can become affiliated as a researcher/teacher with CBS as an emeritus/emerita. See guidelines on Share [here](#).

## 3.2. RESIGNATION

You can resign from your position at CBS at any time, whereas CBS can only terminate you if there is an objectively justified reason.

### Periods of Notice

You can resign from your position within the notice period imposed by law, your letter of employment, or the collective agreement. Each employee's letter of employment states which period of notice applies to the employment.

Most employees at CBS are covered by the Law on Salaried Employees and therefore have one month's notice for resignation at the end of a month. In turn, if CBS terminates an employee covered by the Law on Salaried Employees, the following notice periods apply:

Employed at the time of resignation for up to	Period of Notice
Five months	One month
Two years and nine months	Three months
Five years and eight months	Four months
Eight years and seven months	Five months
Over eight years and seven months	Six months

For some employees paid by the hour as well as other employees not covered by the Law on Salaried Employees, shorter periods of notice apply (both on the part of the employee and of CBS).

### Resignation Procedure

If you wish to resign from your position, you must send an email with your resignation to your immediate superior. The manager will confirm receipt of the resignation and forward it to HR. HR will send a confirmation of receipt of the resignation as soon as possible, as so-called exit letter, to you as an employee. The practical matters concerning your resignation, including conducting an exit interview, is arranged with your immediate superior.

### Procedure for Exit Interviews

Your immediate superior must offer you the opportunity to have an exit interview, but it is up to you if you wish to have one. In special cases, the exit interview can be conducted with your superior's superior. You can choose to ask your union representative to be present for the exit interview. The interview can generally be based on forms (found in Danish and English [here](#)).

### 3.3. TERMINATION

Unsought termination may be based on either employee- or company-related matters. Read more in the section 'Personnel Cases' in chapter 2.

### 3.4. DEATHS

When an employee/superior dies, the closest colleagues are affected. There may be feelings in play regarding the deceased and their family, as well as thoughts about how everything will go on. The following section sets out what managers and employees in the department/unit can and must do in connection with the death of an employee.

#### **Notification of an employee's death**

The manager oversees the coordination of what happens next. If the death occurs in connection with work, the manager will notify the next of kin. When the manager is notified of the death of an employee, they will inform the employee's colleagues as soon as possible. The manager will then consider the subsequent steps: what work needs to be done, and which support to offer the colleagues. The manager ensures, where appropriate, that an obituary is drafted for Share and any relevant media in an appropriate manner. The manager also ensures that the manager responsible for personnel and HR is notified. The IT department is contacted to make arrangements for the deceased's email, website, etc.

#### **Funeral**

The department/unit should participate in the funeral unless the family has requested otherwise. The colleagues wishing to participate in the funeral are given the option to do so if possible.

#### **Continued Contact with the Next of Kin**

The manager establishes contact between HR and the next of kin to address the issue of remuneration and pensions, which HR deals with once they have been informed of the death. HR can also contact the next of kin on their own initiative if necessary.

There could be items in the home that need to be returned to CBS as well as personal items at CBS that need to be returned to the employee's next of kin/estate. The manager oversees the collection of the items and delivery of them to the employee's next of kin/estate.

#### **Returning to Work**

A death affects colleagues, and the manager should pay attention to whether any of them need special support, e.g. colleagues that have worked closely with or felt close to the deceased. If that is the case, psychological support may be offered. It can take months before a colleague and/or manager feels like they have regained their equilibrium. Do not empty the deceased's office immediately – it could be offensive to the colleagues. Consider emptying the office on a weekend instead.

# INDEX

## A

Abroad; 20  
Accrual of Special Holidays; 14  
Accumulation of Vacation Time; 13  
Addiction or Substance Abuse; 13  
Alcohol; 25  
AMO; 13; 29  
AMU; 13  
Anniversary; 23  
APV; 8; 33

## B

Balance; 9  
Bullying; 26  
Business trips; 9; 33

## C

Calling in Sick; 17; 30  
Campus Services; 13  
Cessation of Employment; 19  
Collective Agreement; 4  
Competence development; 20; 23;  
33  
Computer; 11  
Computer Glasses; 22  
Confidentiality; 12  
Conversation regarding absence due  
to illness; 31  
Cooperation Bodies; 29  
CPR number; 25

## D

Days off; 21  
Deaths; 36  
Dental Appointment; 21  
Department forums; 29  
Departure; 20  
Development Reviews; 33  
Dismissal; 27  
Diversity; 13  
Doctor; 21  
DVIP; 5

## E

Email; 10  
Email account; 10  
Emergencies; 10  
Emerita; 35  
Emeritus; 35  
Equal Opportunities; 13  
Exams; 21  
External vacancy advertisements; 4

## F

FerieKonto; 19  
Fit for Work Certificate; 31  
Fixed Hours; 9  
Fixed-term employment; 26  
Flexible and Fixed Hours; 9  
Flexible Hours; 9  
Fri Attest (certificate); 31  
Funeral; 36

## G

Gifts; 21  
GRUS; 33  
Guided Tour; 6

## H

Harassment; 26  
Health Issues; 13  
Health Policy; 25; 29  
Holiday period; 17; 18  
Home Municipality; 17  
HSU; 28; 29

## I

Illness; 10; 30  
Information Security; 25  
Interim Positions; 7  
Internal Mobility; 6  
Internal vacancy advertisements; 4  
Internet; 12  
Introduction course; 6

Introduction Programme; 6  
Introduction session; 6  
IT; 10

## L

Leave of absence; 10  
Leaves of Absence; 20  
Legal claim; 20  
Leisure Time; 9  
Local consultation committees; 29  
Local work hour agreements; 9  
Long-term illness; 32  
LSU; 29  
Lunch; 9  
LUS; 34

## M

Manager-Employee Conversation; 31  
Mass redundancies; 28  
Maternity leave; 22  
Maternity/Paternity Leave; 10; 20  
Medical Certificate; 17  
Medical Certificates; 31  
Misuse; 11  
Mobile phone; 12  
Mobile Phones; 21  
Monetary compensation for unused  
vacation; 18  
MUS; 33

## O

Onboarding; 5  
Outplacement; 28  
Overtime; 8; 24

## P

Parental leave; 20; 22  
Paternity leave; 22  
Payment for additional work; 8  
Payment in lieu of untaken days of  
vacation; 14  
Payroll; 24  
Period of Notice; 35

Periods of Notice; 35  
Personal Information; 25  
Personnel Policy; 26  
Personnel Data; 25  
Politics; 8  
Positions of Trust; 29  
PREFACE; 3  
Pregnancy; 10; 20  
Pregnancy leave; 22  
Prevented from taking holiday; 18  
Private; 10; 12  
Private Life; 9  
Professional development; 20  
Psychological counselling; 13  
Psychological support; 26  
Public Holidays; 21

## R

Recording Absences; 30  
Recording Vacation; 15  
Recovery of/Alternative Holiday; 17  
Recruitment; 4  
Redeployment; 6  
Refusal of Work; 28  
Religious Celebrations; 21  
Reprimand; 26  
Request; 19  
Resignation; 35  
Resignation or Termination; 11  
Resignation Procedure; 35  
Resources; 8  
Retention Plan; 31

## S

Sabbaticals; 20  
Salary Negotiations; 24  
Salary Policy; 24  
Satisfaction Survey; 33

School Terms; 5  
Secondment; 8  
Seniors; 26  
Share; 6  
Sick Leave; 26; 30; 32  
Smoking; 26; 29  
Special holidays; 13  
Special introduction courses; 6  
Substitute days; 17  
Summer Vacation; 16

## T

Taking sick leave; 17  
TAP; 5  
Telephone; 12  
Teleworking; 8; 26  
Temporary Job Interchange  
    Job Interchange; 7  
Tempory Positions; 7  
Tempus; 15; 16; 17; 18; 20  
Termination of employment; 27; 32  
The Danish Law on Salaried  
    Employees; 35  
The employment; 8  
The End; 35  
The General Consultation  
    Committee; 29  
The Holiday Year; 14  
The holiday year for taking vacations;  
    14  
The Law on Notification of  
    Redundancies (Varslingsloven); 28  
The physical work environment; 12  
The Physical Work Environment; 8  
The Psychosocial work environment;  
    8  
The Psychosocial Work Environment;  
    13  
The Staff Satisfaction Survey; 13

The Working Environment  
    Organisation; 29  
TR; 32  
Trainees; 5; 14  
    trainees, Trainees; 14  
Transfer of Holiday; 17  
Transportation Time; 9  
Travel Time; 9  
Types of Employment; 4

## U

Union Representative; 10; 32  
Union representatives; 28; 32  
Unused vacation; 16  
Using vacation time; 14

## V

Vacation; 13  
Vacation balance; 18  
Vacation records; 15  
Vacation Settlement; 19  
Vaccinations; 34  
Video surveillance; 25  
Violence and threats; 26  
VIP; 4; 9

## W

Warning; 27  
Whistleblower scheme; 26  
Work Environment; 13  
Work hours; 8  
Work Tools; 21  
Workplace; 8  
Workplace assessment; 8  
Work-related stress; 26



# CHANGE LOG

Here you can keep yourself updated on the continuous development of the handbook:

Date for change	Change	Responsible for change
June 2022	Exhaustive revision of the Staff Manual from 2016, including substantive adjustments and editorial changes.	DS (HR)