

Summary of actions – Competence, Organisation and Management

Action	Activities	Agents
<p>11.1 + 11.2 + 11.3</p> <p><i>In an effort to lift the general level of competence at Aalborg University as well as to recruit, develop and retain skillful employees, a competence strategy must be developed; this will focus on careers and competence development as well as on the development of employees, managers and new talent.</i></p> <p><i>The competence strategy takes as its starting point real and current needs when continuously building and maintaining a high competence level within research, education, knowledge, collaboration and administration. The competence strategy will be developed currently in line with developments taking place in our constituency and any wishes and demands emanating from this.</i></p> <p><i>The purpose of leadership development at Aalborg University is to ensure competent management of the University.</i></p> <p><i>In other words, leadership development should contribute to enabling the manager to develop skills through formal education as well as to acquire knowledge of good</i></p>	Preparation of competence strategy and policies for all development areas	<p>Overall responsibility: Henrik Halkier</p> <p>Decision-making authority: The Executive Management</p> <p>The members of the action plan group will remain the same, according to the terms of reference</p> <p>Project group: HR responsible – additional participants will be defined at a later time</p> <p>Working group Participants are defined at a later time</p> <p>Expert contributions: Relevant employees and managers at the respective faculties</p> <p>Other involvement: Consultation</p>
	Identification of essential functions and general organisational skills as well as a gap analysis of existing and desired competences.	
	Revision of the management code	
	The management development plan will be described, the project will be described, and subtasks will be carried out in accordance with a specific benchmark plan.	
	Development of an AAU "management tool course"	
	Development of a formalised management development course (the market will be probed to find an off-the-shelf concept).	
Development of a Management Academy		

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<p><i>leadership. In addition to this, it should help the manager develop more personal competences, enabling the manager to act competently in different situations. The manager must be able to exercise leadership in an academic environment dominated by specialists.</i></p>	<p>Development of a concept for management evaluation (the market will be probed to find an off-the-shelf concept)</p>	<p>among managers and in the Main Joint Consultation Committee</p> <p>Implementation responsibility: The Rector, deans, the University Director and heads of departments (the line management)</p>
<p><i>Finally, the purpose of the leadership development initiative is for managers at AAU to acquire a shared framework of reference and a shared language regarding management at AAU which will form the basis for the development of management communities.</i></p>	<p>Description of careers and talent development at AAU</p>	