



Karlstad University

LEADERSHIP AND CO-WORKERSHIP POLICY



The purpose of this policy is to describe the leadership and co-workership that characterise Karlstad University, as well as clarifying the mutual relationship between these two. Good leadership and co-workership requires a continuous dialogue and discussion between management and staff.

The leadership and co-workership policy was developed together with staff and management, with focus on inclusion and influence. To ensure that as many as possible had the opportunity to voice opinions and ideas, the process was carried out in the form of workshops with different groups and discussions in departments and units.

We value differences within the University but also the shared framework of expectations and attitudes described in this policy.

All employees are expected to contribute to attaining the goals of the University in their daily work. Employees also have a duty to adhere to the laws, ordinances and other regulations that apply to the University as a public authority. The core values of Swedish state employees are the guidelines for our performance and actions.

¹ <https://www.forvaltningskultur.se/in-english/>

CO-WORKERSHIP

The concepts below emerged as keywords in several workshops and discussions in the organisation. Bigger print represents especially prominent words.

perceptive commitment dialogue
participation inclusive clarity
communicate responsibility
vision feedback
decisions communication and clarity



Trust and confidence

Co-workership is built on mutual trust and confidence. Having confidence in one another and the organisation provides a sound foundation, which allows us to push boundaries and develop. Trust means that our basic assumption is that everyone does a good job.

As an employee, you can expect

- to enjoy the confidence of your fellow employees and head/director
- your fellow employees and head/director to have trust in your competence and skills
- a high degree of independence in your work
- flexible working hours when circumstances permit

As an employee, you are expected to

- share knowledge and experience with fellow employees
- show trust in the competence and skills of others
- co-operate with fellow employees in and between units/departments and the two campuses of the University
- exercise good judgement in using your independence and flexibility

Responsibility

A strong work environment is built on shared obligation, responsibility and commitment. All employees are responsible for keeping informed and participating in two-way communication.

As an employee, you can expect

- to be given the responsibility and trust to perform your tasks and duties
- a defined role and clear expectations
- clear goals for the organisation

As an employee, you are expected to

- be familiar with the organisation, mission and goals of Karlstad University and follow the decisions made within the organisation
- be available to students and colleagues on a daily basis
- take responsibility for your duties, your work situation and the development of the work group and its activities
- contribute to a good work environment

Respect and inclusion

Co-workership is defined by mutual respect and inclusion. We respect differences and the opinion of others and have a tolerant attitude to one another. Acceptance is the basis of participation and inclusion.

As an employee, you can expect

- an open and tolerant atmosphere characterised by respect and encouragement
- zero tolerance of discrimination and harassment

As an employee, you are expected to

- adopt a respectful and polite approach to others in and out of the University
- contribute to a work atmosphere that is inclusive and free from discrimination and harassment

Feedback and support

Through feedback we receive and give support. We pay attention to, support and encourage one another in everyday life. The feedback given is concrete, constructive and objective.

As an employee, you can expect

- feedback and support from supervisors and fellow employees
- continuing professional development based on your needs and the needs of the department/unit

As an employee, you are expected to

- give feedback and support to your fellow employees and supervisors
 - be receptive to the feedback of others
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Job satisfaction and sense of community

By being attentive to one another and creating a safe and engaging work environment, we achieve job satisfaction and a sense of community in the workplace. Job satisfaction and humour creates the possibility to work in peace as well as room for innovation and creativity.

As an employee, you can expect

- opportunities for development and variation
- encouragement and support at work

As an employee, you are expected to

- contribute to a positive atmosphere at work by, for example, acknowledging and encouraging others
 - be present and active in meetings in the workplace
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LEADERSHIP

The concepts below emerged as keywords in several workshops and discussions in the organisation. Bigger print represents especially prominent words.

clarity

job satisfaction

responsibility trust

presence

encouragement

feedback

confidence respect



Good leadership is crucial for anyone in a position as head/manager or other form of leader. At Karlstad University there are leadership positions with a formal staff responsibility, but there are also other positions that include leadership without having staff responsibility. As head/manager, you are expected to be confident in your role as an employer representative and to drive development within the framework of your assignment, as well as acting from a holistic perspective and always in the best interest of the University.

The concepts below apply to all employees in a leadership position. These supplement the concepts presented in the section on co-workership, which apply to all employees at the University, regardless if you have a leadership position or not.

Trust

Good leadership, like co-workership, is defined by trust and confidence. Leaders have trust in the competences and skills of their fellow employees, creativity is encouraged and problem-solving abilities are regarded as a resource.

As someone in a leadership position, you can expect

- opportunities to take initiatives and drive ideas forward

As someone in a leadership position, you are expected to

- manage activities in a way that promotes participation, transparency and trust
 - show trust in fellow employees and pay attention to them
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Responsibility and decisions

We have a strong and robust leadership through leaders who assume responsibility for the employer role, the staff unit and operations. The ability to make decisions is central to good leadership since decisions drive operations forward. Leaders address and handle decisions in a professional way. In dialogue with other members of staff in a managerial position, there are also good opportunities to influence the direction of employer policy.

As someone in a leadership position, you can expect

- opportunities to influence the content and direction of employer matters
- solid support in terms of well-founded documentation for decision-making
- opportunities to influence and develop the department/unit
- opportunities to influence the conditions of your leadership

As someone in a leadership position, you are expected to

- take responsibility for the goals, budget and result of your department/unit
- make clear and well-founded decisions, predict and handle consequences
- communicate and implement decisions made
- make clear decisions even in difficult situations and revise if necessary

Develop

By continuously developing our activities and offering employees opportunities for continuing professional development, we create high-standard performance. Leaders implement this in dialogue with fellow employees and colleagues, and encourage initiatives and ideas that lead to improvements.

As someone in a leadership position, you can expect

- employees who actively partake in developing the department/unit
- enriching and stimulating tasks

As someone in a leadership position, you are expected to

- create a forum for dialogue and development
- work strategically with talent management by attracting, recruiting, developing and reassigning certain competence and skills
- systematically promote a good work environment

Communication and clarity

Leaders promote the goals of the organisation and build trust by creating meaning, engagement and clearly defined roles and duties for employees. A communicative leader engages employees in dialogues, gives and expects feedback, involves employees in decision-making where possible, and is perceived as open and available.

As someone in a leadership position, you can expect

- your employer to specify your role/duties
- active co-operation as well as exchange of experience and expertise with others in a leadership position
- co-operation and support regarding internal and external communication

As someone in a leadership position, you are expected to

- exercise a communicative leadership built on dialogue, information and clarity
 - be present and available to your colleagues and staff
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Feedback and support

We have a committed leadership, continually giving feedback and support to employees with the aim to develop, inspire, and build trust. Support is provided by being present and available to fellow employees.

As someone in a leadership position, you can expect

- constructive feedback on your performance from fellow employees and your head/manager
- administrative and strategic support from several support services
- introduction to and support in the leadership role

As someone in a leadership position, you are expected to

- give and create opportunities for continuous feedback to fellow employees
 - create commitment and motivation on the basis of a common goal
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Decision RB no 13/23, Reg. no C2023/120

Applies until further notice, revised by 2027 at the latest.



KARLSTADS UNIVER



