



UNIVERSITY
OF SKÖVDE

Employee and leadership policy

This policy was approved by the Vice-Chancellor on 10 September 2024 and is effective from the same date.

Dnr HS 2023/474

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1 Introduction

All activities at the University of Skövde are based on the principles of the public sector's core values: democracy, legality, objectivity, freedom of opinion, respect for the equal worth of all individuals, as well as efficiency and service.

The university's development plan is grounded in these principles and the institution's fundamental mission: education, research, and collaboration. The plan also places a clear emphasis on leadership and employee engagement, with one of the five overarching strategies being "Leadership and Employee Engagement Development."

This policy aims to clarify how the university views employee engagement and leadership. It provides information on what each employee can expect, as well as the expectations placed upon them. The same applies to leaders and managers. To ensure that the policy reflects the university's identity and needs, it has been developed in collaboration with employees and managers across the organisation.

2 Purpose

The purpose of this policy is to summarise the values that should characterise the university as a workplace. An employee engagement and leadership policy should contribute to efficiency and quality in education, research, and collaboration. It should make shared values clear and bring them to life in daily operations.

The section on employee engagement applies to all employees at the University of Skövde, while the section on leadership is directed at managers and also includes employees with various leadership responsibilities where applicable.

3 Employee Engagement at the University of Skövde

3.1 Trust and Responsibilities

Employee engagement is based on mutual trust and respect, as well as shared responsibility. Trust and respect for one another and the organisation provide a solid foundation, enabling us to challenge boundaries and grow. We take joint responsibility for tasks and work towards the goals of the organisation.

As an employee, you can expect:

- Trust to take initiative and the opportunity to influence your work situation.

- Clear communication about the organisation's goals and what is expected of you.
- Ongoing support from your immediate manager to develop and prioritise tasks.

As an employee, you are expected to:

- Take responsibility for your tasks and contribute to the university's overall results.
- Listen and contribute with your engagement, knowledge, and questions.
- Be informed about the organisation's goals and follow the applicable guiding documents and decisions.
- Actively seek out information and stay up-to-date on matters relevant to your tasks and area of work.

3.2 Collaboration and Teamwork

We work together, closely and across disciplines, to create greater engagement, higher quality, and better results on a vibrant campus. The university's environment fosters close collaboration between departments, divisions, students, colleagues, and partners.

As an employee, you can expect:

- Accessible colleagues.
- Close collaboration based on trust and openness between the different areas of operation and disciplines.
- An organisation that actively works to build trust and foster good cooperation, both within the university and with our partners.

As an employee, you are expected to:

- Attend meetings and other activities in person when required by the organisation.
- Contribute to promoting collaboration between areas of operation, disciplines, and our partners.
- Help to build trust and openness in every interaction.
- Act as an ambassador and representative for the university.

3.3 Care and acceptance

We care for one another and take responsibility for each other's work environment. Employee engagement is marked by mutual care and acceptance. We respect one another and adopt an open, inclusive attitude.

As an employee, you can expect:

- A good work environment and an inclusive atmosphere free from discrimination, harassment, and victimisation.
- Feedback and support from colleagues and managers.
- Professional and respectful treatment from your colleagues.
- A shared respect for each other's working hours.

As an employee, you are expected to:

- Actively contribute to creating a positive work environment free from discrimination, harassment, and victimisation.
- Offer and be receptive to feedback, and provide support to colleagues and managers.
- Act professionally and respectfully in your role.

3.4 Curiosity and Development

We are curious, eager to learn new things, and contribute to our collective development by being willing to try new working methods.

As an employee, you can expect:

- A well-structured organisation where your manager supports you in taking steps to grow and experiment with new approaches and methods.
- That colleagues and managers share their experiences, knowledge, and insights.
- That the employer offers professional development opportunities to support both your growth and that of the organisation.

As an employee, you are expected to:

- Be curious and willing to try new things within the scope of your role and the organisation's structure.
- Take responsibility for your own development and learning, and share relevant knowledge with others.
- Be adaptable and contribute to efforts involving change.

4 Leadership at the University of Skövde

4.1 Communication and Involvement

At the University of Skövde, we strive for communicative leadership, which involves being clear, engaging in dialogue with employees, being attentive, and giving and seeking feedback. You lead with open and clear communication to create understanding, consensus, and

engagement around the university's mission and goals. Communicative leadership ultimately leads to clear expectations for employees, who should feel a sense of purpose and clear direction in their work.

As a leader, you can expect:

- Regular and up-to-date information from your superior.
- Continuous feedback and training to develop your leadership skills.
- Opportunities to influence decisions as well as the directions of the university.

As a leader, you are expected to:

- Communicate and implement decisions, and keep your employees informed about significant events affecting the work and the university.
- Follow up on tasks and provide regular feedback to support employees' development.
- Involve your employees and encourage participation in matters concerning the organisation's outcomes and development.

4.2 Development

As a leader, you play a crucial role in developing the university's operations together with your colleagues and employees. Leadership also offers opportunities for personal growth.

The university's overarching goals and development form the foundation of your leadership. You lead by example and involve employees in the decision-making process. By demonstrating support, trust, and respect towards employees, development becomes a shared responsibility.

As a leader, you can expect:

- A clear university-wide development plan.
- Commitment and support from the leadership to drive development forward.
- Well-defined collaboration opportunities with managerial colleagues for consultation and knowledge exchange.

As a leader, you are expected to:

- Lead and develop operations based on the vision, goals, and strategies outlined in the development plan.
- Be open to and drive change in the work process and adapt to changing conditions.

- Actively work to create opportunities for collaboration both internally and externally.

4.3 Responsibility for the University's Best Interests

As a leader, you are responsible for your area of operation, and as a manager, this responsibility extends to finances and employees. As a manager, you represent the employer and work towards creating an understanding for leadership decisions. Decision-making is central to your leadership, driving operations forward.

As a leader, you can expect:

- Proactive and close operational support to assist you in your leadership role.
- A culture of learning and development within the organisation.
- The authority, in relation to your position, to make decisions concerning your area of operation.

As a leader, you are expected to:

- Lead and make decisions within your area of operation according to the university's development plan, guiding documents, and financial frameworks.
- Conduct systematic work environment management tasks to ensure a good physical, organisational, and social work environment.
- Actively participate in university-wide working groups and represent the university in external contexts.

5 Effective Date

This document is effective from 10 September 2024.