



UMEÅ UNIVERSITY

MANAGEMENT AND LEADERSHIP POLICY

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¹ This document has been translated from Swedish into English. If the English version differs from the original, the Swedish version takes precedence.



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1. Description

This policy sets out Umeå University's view on management and leadership as well as its expectations on managers and leaders at the University – including heads of department and other academic leaders. It also details the support that is available to them and the way leadership is followed up.

In this document, “management” refers to a person’s formal managerial position and the duties defined by their superior. “Leadership” refers to the interaction leaders have with their employees as they work to achieve their shared goals. Hereafter, the term “leader” is used as an overarching term to refer to both of these concepts.

This policy applies to all employees in a leadership position with (partial) responsibility for HR, operations and/or budgets.

Please also refer to the documents *Rules on the conditions for academic leadership positions at Umeå University* and *Rules on the appointment of academic leaders at Umeå University*.

2. Background

A prerequisite for competent and responsible leadership is to have the right conditions, such as a clearly defined role, favourable terms and the mandate to make decisions. This policy is based on the Vision for Umeå University and the basic values of the central government. It has a trust-based approach to governance and leadership.

The work environment, equal opportunities, sustainability and international perspectives have been integrated into this policy. Due to the content and nature of this document, the collaboration, accessibility and student perspectives have not been integrated.

This policy is regarded to have positive effects on gender equality at Umeå University, as it stipulates what kind of leadership Umeå University envisions without taking individuals' gender into account.



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3. Management and leadership policy

3.1. Leadership at Umeå University

Umeå University's leaders play a key role in the actualisation of the University's vision. Good leadership, regardless of the level at which it is exercised, inspires employees to develop. When a sustainable working life is seen as a shared responsibility, the result is a prosperous work environment – which in turn makes the University a more attractive employer.

Significant and complex demands are placed on all leaders at Umeå University, not least its academic leaders. Because of this, empowering leaders is an important part of the University's overarching vision and quality-assurance work. The goal is to ensure the University's work is successful and to establish creative environments and a workplace where everyone thrives. Employees should be given the opportunity to develop their leadership capacities. Already in the early stages of their career, they should be able to start preparing for a potential leadership position. Professional administrative support should ease the burden on leaders and free up their time, making it easier for them to practice strategic leadership.

3.2 A single policy for all leaders

This policy applies to all employees in leadership positions with (partial) responsibility for HR, operations and/or budgets. It both applies to positions in which the leader bears the sole responsibility, and to positions in which they are only responsible for certain areas. Generally, the former tends to refer to managers at different levels, while the latter may apply to certain operative managers, directors of studies, heads of research or similar roles.

This policy sets out Umeå University's view on leadership and its expectations on leaders at the University. It also details the support that is available to them and the way leadership is followed up.

3.3 Leaders' role

Leaders at Umeå University must be aware of the responsibilities, obligations and rights their position entails, as well as the overarching responsibility they have for the University's operations. The latter may entail a level of staff or financial responsibility, depending on the type of leadership position. Leaders are also expected to promote a cohesive Umeå University with one university-wide employer policy.

Leaders are tasked with

achieving and giving concrete form to the University's vision, working to achieve its goals and following up on results. Leaders must actively strive to uphold the central government's basic values in their work and represent the trust-based governance model that should permeate the work of all public servants. This means continuously setting priorities, actively implementing the University's values, undertaking quality measures and considering talent acquisition.



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managing and ensuring operations are conducted in line with current legislation, regulations and contracts and within the constraints of the available financial resources. Leaders are consequentially tasked with ensuring there are well-functioning routines to facilitate the implementation of processes and help make them more effective. Leaders are loyal to the University and any decisions that are taken and make sure to implement and execute them.

promoting cooperation, job satisfaction and a healthy work environment, where equal terms apply to everyone. Leaders must safeguard the synergy between the goals of the University and those of individual employees. Leaders must help promote good communication and create environments that allow employees to participate in and influence decision-making. Leaders must, in a respectful way, cooperate and work with trade union representatives at the University as well as external organisations and companies.

spearheading organisational development and progress, identifying new perspectives and exploring new opportunities. This means keeping an eye on any needs that arise and on events in the world and placing the University's operations in a wider context.

3.4 Trust-based governance and leadership

Umeå University advocates trust-based governance and leadership, as it is convinced that all leaders have the knowledge, the drive and the ability to successfully and efficiently carry out their work without resorting to unnecessary micromanagement. Every level of decision-making is expected to actively promote a holistic approach, cooperation and relationships that are based on trust. This means that the purpose and needs of the University should be the guiding principle for all governance and leadership and the entire culture of the University, as well as the way work is organised and executed at the University.

3.5 Leadership approach

Trust is an important component of the leadership culture Umeå University seeks to promote. It is the foundation of well-functioning professional relationships, not least those between managers and employees, in the interaction between leadership and employeeship. A person's competencies, goodwill and integrity help others feel they are dependable and credible; this in turn lays the foundation for trust. Leaders themselves must always act in a way that fosters trust between themselves and their employees.

Leaders promote trust-based leadership by, for instance:

- keeping their promises
- being honest and standing up for their beliefs
- clarifying the University's aim and, in cooperation with employees, translating it into targets that motivate their employees
- asking for feedback on their own leadership
- encouraging employees to try out new methods, come up with new ideas and challenge processes and routines that do not truly contribute to the University's mission and goals
- seeing every employee as a unique individual with unique strengths and areas for improvement, supporting them as they develop their skills and progress in their career
- being considerate, friendly and respectful towards all employees
- providing encouragement and validation



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- addressing slipups and problems in a respectful but direct way, taking steps to solve serious issues, and learning from errors and mistakes
- helping employees understand what is expected of them behaviour- and performance-wise, but also what they can expect in return in terms of mandates, resources, support, rewards and professional development
- regularly following up on employees' work to be able to offer them constructive feedback (positive or negative), help them handle problems, and provide support
- shining a spotlight on, praising and rewarding employees who perform well and who positively contribute to the work environment
- holding themselves to high ethical and moral standards
- leading by example.

3.6 Development, support and follow-up

Umeå University's leaders carry a lot of responsibility. Effective and professional support is a prerequisite for them to be able to shoulder that burden.

Leaders are given support in the shape of, for instance,

- a clearly formulated assignment
- well-defined, delegated authority
- professional administrative support at all levels of the University, including in terms of HR, finance, IT and communication. Designated support for everyday issues must be readily available at the department, office or equivalent. In the case of more complex issues, irrespective of what they pertain to, university-wide support functions must be available.
- online guides on matters such as HR and finance, including policies, guidelines, procedures, checklists, tips and advice
- leading or being part of a management team
- university-wide leadership training and professional development training tailored to managers and leaders
- mentorship.

Follow-up:

Leadership is followed up by line managers, during development discussions with employees and via employee satisfaction surveys.