



# KARLSTAD UNIVERSITY ETHICS POLICY

**THE OPEN AND MODERN UNIVERSITY**





## KARLSTAD UNIVERSITY ETHICS POLICY

The university's aspirations, functions and objectives can only be realised through involved and qualified staff. The expectations on staff and leaders as described in this policy are based on our ambition to be the open and modern university. Diversity is acknowledged on its own terms as well as accommodated in the shared frame that defines what it means to work at Karlstad University.

We value the academic freedom of autonomy in research issues, interpretation of results, conclusion and publication. We also value the academic freedom of student choice. Academic freedom involves open discussions of subject development, the theory and methodology of research and its results in seminars, dissertation examinations and debates with respect for academic tolerance and intellectual integrity. Open discussion is the very core of academic work.

At Karlstad University we respect everyone's function, duties and views. This is shown in the willingness to take and give information. Self-knowledge, sensitivity and self-reflection are important in communication. In the daily work, employees are expected to promote university and department goals. The core values specified in our policy documents are accepted, shared and observed. We are professionals and take pride in our workplace by wearing, displaying and using the logo of Karlstad University both in the academic world and elsewhere.

Kerstin Norén  
Rector  
Karlstad University



**THE OPEN AND MODERN UNIVERSITY**

Karlstad University has the ambition to be a university distinguished by social dialogue in education and research. The concept is based on international research and termed “the modern university”. In particular, we value the personal level with close contact between students and staff. We believe that the goal of producing well-educated, employable students and excellent research in cooperation with society is enhanced by frequent contacts between research and education and between students, faculties and administration in attractive environments. Communication in the university and with the community is also greatly facilitated by the convenient size of the university as well as of the city.

### **Goals**

Spatial closeness and physical presence are important factors for an inspiring environment but not quite enough. The foundation of the university is respect in interaction and communication with diversity and equality as empowering features. Knowledge derived from different perspectives is vital to constructive, critical thinking as it reinforces academic quality. Ultimately, our goal is to contribute to a socially, ecologically and economically sustainable development. Our contributions are academic excellence in close dialogue with the community and in conjun-

ction with other universities and colleges in Sweden and abroad.

### **Four dimensions**

Karlstad University’s main task is to provide high-quality education and research. This is done through active interaction and exchange with the research community and surrounding community at all levels: local, regional, national and international. An open university can be described as a unity with four different dimensions in constant interplay: Education/Community, Research/Community, Education/Academia, Research/Academia.

At a modern university, the community benefits the university and the university benefits the community – every day. We want to keep pace with social, political and economic changes. Reality is our laboratory and our research and education contribute to the examination and development of our society. Students, teachers and researchers are close to one another and to the community at large. The key concepts of academic excellence and social relevance are not contradictory or irreconcilable with a dimensional balance. In the modern university there is relevant excellence and excellent relevance. Cooperation and partnership are not imposed demands but a normal part of

research and education. A modern university shares knowledge, innovations and resources with the community in a trustful way. Cooperation is seen as creating value, not only in terms of innovation and commercialisation but also in terms of programme design in conjunction with non-academic actors. This applies, for instance, to areas such as entrepreneurship or transferable skills such as communication ability, teamwork performance, ethical and democratic values; in short, offering students the chance to become what the world needs: explorative and knowledgeable “decent people”. But we also place demands on our long-term partners. An initial contact network can develop into a site of knowledge transfer and knowledge exchange. When this happens, cooperation becomes coproduction.

## Cooperation

Cooperation is not restricted to the community but extends to disciplines and faculties. We aim for many different partners and external financiers. Our openness includes a preparedness to receive a variety of student categories in personal student-staff interaction. We also cooperate with other universities as a matter of course even when we compete for research allocations, expertise and students.

### Education/Community

Education characterised by a high degree of relevance ensured through labour market cooperation

- *Increased dialogue with the community to prepare students for labour market changes*

### Research/Community

Active participation in local to global development

- *Research with a high degree of social relevance resulting in increased external funding*

### Education/Academia

Subject knowledge and study programme revisions produced in dialogue with research groups and undergraduate education nationally and internationally

- *Theoretical subject knowledge based on active exchange with research groups*

### Research/Academia

High-quality research through systematic cooperation with the international academic research community

- *Active exchange with the national and international academic research community*



**WE ARE THE UNIVERSITY**



## **Employeehip and leadership – a reciprocal relationship**

In this policy we have chosen to use the term leadership to cover all forms of management functions. To be head is to have formal responsibility for staff. To be a leader is to adopt an approach that includes a holistic view, developing employeehip and continuous learning. Leadership should be marked by clarity and should inspire involvement and development. Employeehip should be characterised by responsibility, expertise and a clear contribution to the organisation and its result. Employees are the professionals and know best how to do the work. Together, heads, employees and students form the inspiring work environment, that is, a workplace characterised by a positive view of people, job satisfaction and equal treatment irrespective of background or affiliation. Discrimination, insulting treatment or harassment are not tolerated.

All employees at Karlstad University should be happy at work and we want to provide an inspiring work environment with good terms of employment and career prospects. The starting-point is attitude and a work organisation based on trust and respect. All employees are expected to participate in activities agreed on, to improve operations and to ensure good quality work. The work demands

cooperation, interaction and involvement. It takes a fully developed leadership and employeeship for this to work and a shared responsibility for the head-employee relationship.

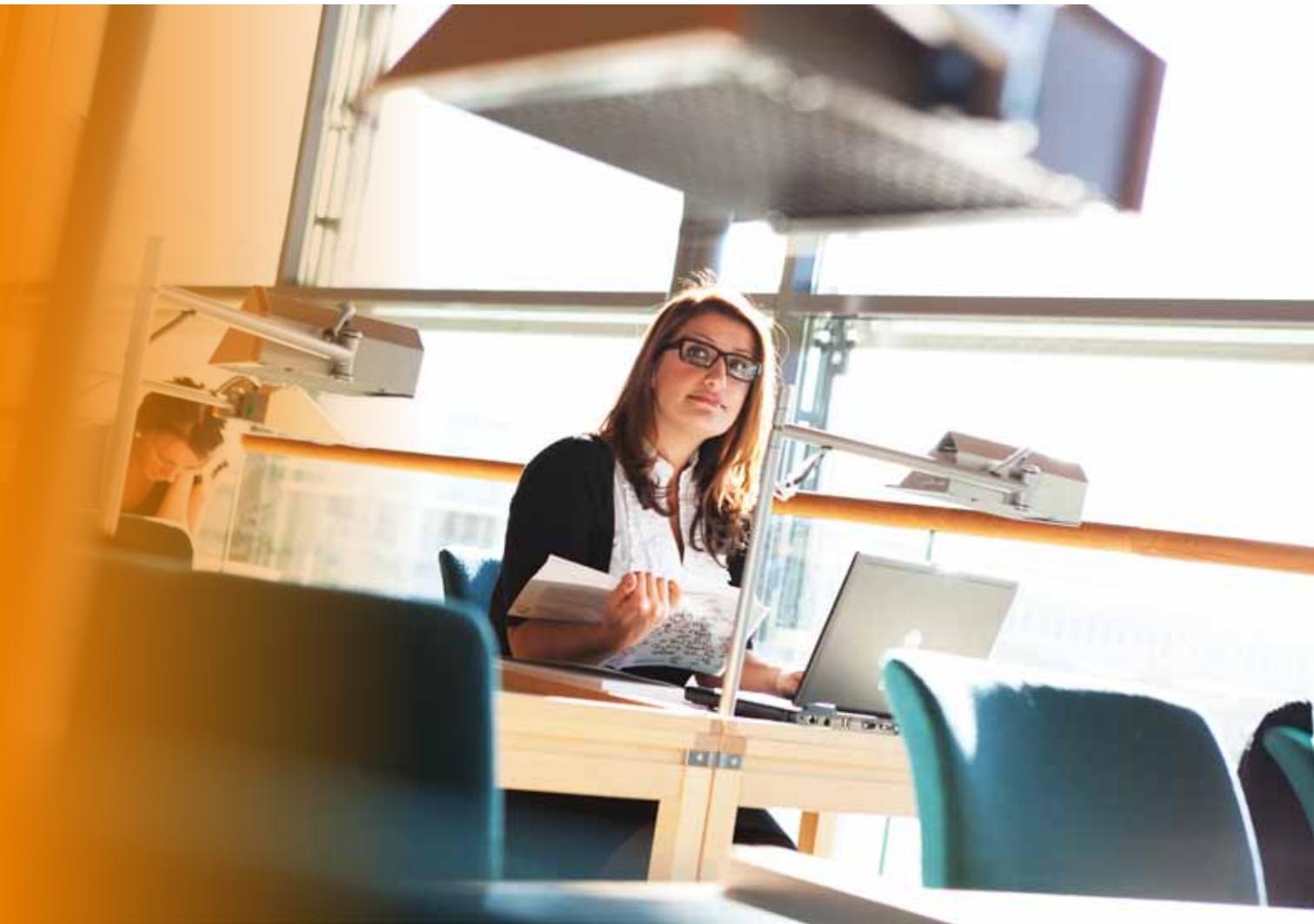
### **Employeeship**

**Every employee is expected to:**

- be available to students and colleagues on a daily basis
- be knowledgeable of Karlstad University's organisation, mandate and goals, and of the rules regulating the exercise of public authority
- contribute to a pleasant work environment
- actively support principles of equal opportunities, diversity and non-discrimination
- cooperate actively and in a positive spirit with colleagues
- share expertise and experience generously with colleagues
- actively pursue professional development through, for instance, continued learning and developmental conversation participation
- participate in development work
- cooperate internally and externally

**Every employee can expect:**

- workplace introduction and preparation for new tasks
- an inspiring work environment
- that their potentials and expertise are put to good use
- tasks requiring a high degree of independence
- opportunities for change, renewal and rethinking
- individual goals linked to university goals
- yearly developmental conversation
- salary negotiation and dialogue
- flexible work hours when circumstances permit
- salary development based on the university pay policy
- a plan of duties involving a reasonable workload



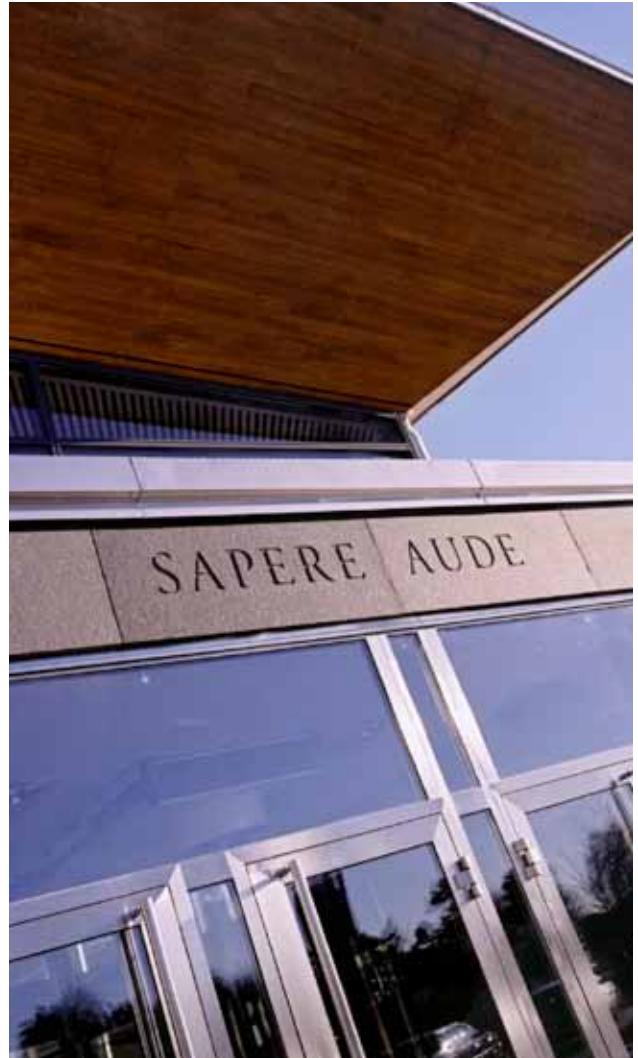
**LEADERSHIP IN AN ACADEMIC ENVIRONMENT**

A good university requires well-functioning heads and leaders. The formal headship centres on employer and work responsibility, that is, getting the work done on time with the funds allocated through decision-making and control by different means. Leadership is built on trust, which is created through good communication, presence, participation, involvement and development. The ability to lead and develop a department and employees in times of change, effectivisation and competitive student market is an important factor of success which places high demands on university leaders.

Leaders at Karlstad University are expected to have a genuine interest in leadership and to have the knowledge and skills required to fulfil their duties. All heads with employee responsibility are therefore required to undergo basic training in environment, operations, personnel and budget issues. Such training is offered in conjunction with other universities and/or arranged by the personnel department. Supervision, mentorship and coaching are adapted to qualifications, experiences and the needs of the university.

**Every leader and head of department is expected to:**

- be well versed in the rules and regulations pertaining to the exercise of public



- authority and university life
- contribute to close and open communication internally and externally
- exercise a communicative leadership resulting in involvement, participation and development
- be available
- engage in dialogue with employees
- lead the work in consideration of goals, high quality and sound economy
- work systematically for a healthy psychosocial and physical environment
- participate in management training and meetings arranged by their superiors
- provide as good conditions and opportunities for employees' work as possible
- assume responsibility for duties and influence them independently and with understanding
- make efforts to create a secure work situation for employees
- make well-founded decisions, anticipate and handle consequences and follow up
- manage the tension between vision and duties
- solve problems constructively and independently

- follow guidelines and agreements
- choose the option that supports democracy, equality and diversity

**Every leader can expect:**

- active participation at various levels in the organisation
- many opportunities to influence the development of the university
- external exchange and activities in support of community projects
- leadership development support
- access to resources to meet requirements and expected results
- a professional development plan
- a plan for a further career and professional development on completion of assignment



**CRITERIA OF GOOD LEADERSHIP**

## Criteria of good leadership

In measuring, salary setting and recruiting heads and leaders special attention is paid to criteria supporting good leadership at Karlstad University. Here are some criteria of leadership that we use in assessments.

### *Leadership skills*

Leadership skills refer to the ability to lead a unit and make it operate as a work unit. The term also refers to the ability to organise work, prioritise, delegate and make decisions, in short, the ability to settle a matter without delay after having considered all options. Leadership skills also involve the ability to lead operations in dialogue with employees, create a sense of community, inspire and motivate employees to contribute to the good of the unit, and to give supporting feed-back.

### *Responsibility skills*

Responsibility skills refer to the leader's ability to assume responsibility for goals, budget and result. This includes the ability to both see the financial consequences of planned activities and adjust these to economic realities.

### *Development skills*

Development skills refer to the leader's ability to develop a unit together with employees by means of creative ideas and solving problems. This entails the ability to see what is needed, to be committed and to observe changes in society that impact on the short-term and long-term development of the unit.

### *Communication skills*

Communication skills refer to the ability to project a leadership that is active, clear and invites involvement and participation in the decision-making process. This involves listening, analysing and informing as well as being clear and consistent and the ability to motivate employees by placing confidence in them and keeping a dialogue going.

### *Cooperation skills*

Cooperation skills refer to the leader's social and communicative ability, which is the basis for internal and external cooperation. This includes the ability to build networks for knowledge exchange and to interact with the community at large such as industry, organisations and networks.





## **STAFF DEVELOPMENT AND RECRUITMENT PLAN**

## Staff development and recruitment plan

To reach short and long term goals, it is vital that people with the required qualifications are on the staff. Staff planning strategies are necessary to ensure that measures are taken in good time. For the future, Karlstad University needs to attract, retain, develop and motivate employees. Changes in the world and new demands placed on the university can call for the need to reallocate resources and staff. A good work environment is always a prerequisite for successful staffing.



## Karlstad University has the ambition to:

- offer secure and long-term employment
- stimulate lecturers to earn a PhD
- recruit nationally and internationally
- educate on cultural differences
- ensure equal gender distribution in staff groups and decision-making boards
- provide opportunities for staff to combine work with private life and parenthood
- cultivate diversity – a mixture of enriching ages, qualifications, backgrounds and experiences
- promote professional recruitment processes which take account of professional skills as well as personal qualities
- offer adjustment measures to counteract redundancy, for instance, professional development, career coaching and retirement solutions
- offer attractive terms of employment and the chance to individual solutions
- support different career paths and development opportunities in education, research, administration or management depending on staff interests
- provide Swedish and English language skills to all employees.



In this Ethics Policy, Karlstad University wishes to specify the prevailing workplace core values to ensure that employees will be better equipped to handle change and daily routines. The policy is addressed to all employees and is the product of joint staff efforts.

The policy describes and exemplifies the basic view of leadership and employeeship as a reciprocal relationship. Despite formal differences in tasks and responsibility, the two groups are equally important to the university.

The policy also declares the university's ambition regarding staff and work environment issues. The document is the basis of future staff planning programme and plans for recruitment, leadership development, professional development and work environment. The policy will be discussed and evaluated in continual leadership and staff evaluations. It is one of several guidelines and is recommended for use in developmental conversations, planning, recruitment and marketing.



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