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Guidelines for managers

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Clearer expectations

Good staff collegiality and management plays a major role for the University's chances of success in research and education. At the same time, the role of manager and leader is complicated and involves many challenges. The tasks of managers and leaders are also different depending on their location within the organisation, which is why it is important to get support and help in your work. The university-wide expectations on managerial positions also need to be made clear.



These guidelines apply to all managers, regardless of whether they work in research and education or have a technical-administrative position, whether they were directly appointed or recruited, or whether they are full-time or part-time managers. The guidelines aim to facilitate the work of new and existing managers by clarifying the managerial role; they form the basis for continuing work at Lund University in support of managers in their roles.

Torbjörn von Schantz, Vice-Chancellor

The guidelines for management positions are to apply to all management positions at Lund University. The term “manager” refers to people in positions with responsibility for organisations, staff and budgets. The University’s guidelines for management positions are based on three fundamental roles that are similar regardless of the type of management position, organisational level or organisational affiliation. The emphasis may vary between the roles but all of them are included in all management positions. This applies regardless of how the appointment to the position was made, whether it was via collegial processes or through Lund University’s regular management recruitment procedure.

Below is a basic and general description of the three roles. The description is to function as a support for each manager in clarifying their own management assignment and identifying any need for development, as well as a starting point for local and university-wide support functions to communicate on the need for support initiatives for managers. The roles are based on the University’s responsibility as an employer, responsibility for leading employees, and for running the organisation and achieving results.

THE ROLE AS EMPLOYER

As the representative of the employer in a public authority, you are tasked with developing and applying employer issues that are important to the government and at Lund University. Being the bearer of the

employer role means following applicable legislation and regulations and standing for and applying decisions taken as well as central or local collective agreements, policies and steering documents.

THE ROLE AS LEADER

Leadership needs to be adapted to the needs of the organisation and is to be clear and transparent. Openness and respectful attention to other people’s views, knowledge and experiences creates a working atmosphere that benefits independent thinking and organisational development. As a manager, it is important to make the most of the employees’ expertise, experiences and engagement to achieve a better basis for decisions and create the conditions for employees to take active responsibility for the organisation and for their assigned duties. Leaders safeguard their staff’s continuing professional development and see it as part of developing the organisation.

Leaders are responsible for good communication with staff and with stakeholders within and outside the University.

THE ROLE OF ORGANISATIONAL MANAGER

As an organisational manager, you have the principal responsibility for running the organisation that falls under your remit. This responsibility includes planning, implementing, following up and continuously developing the organisation, together with the staff, on the basis of goals, remit and budget.



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