

HR



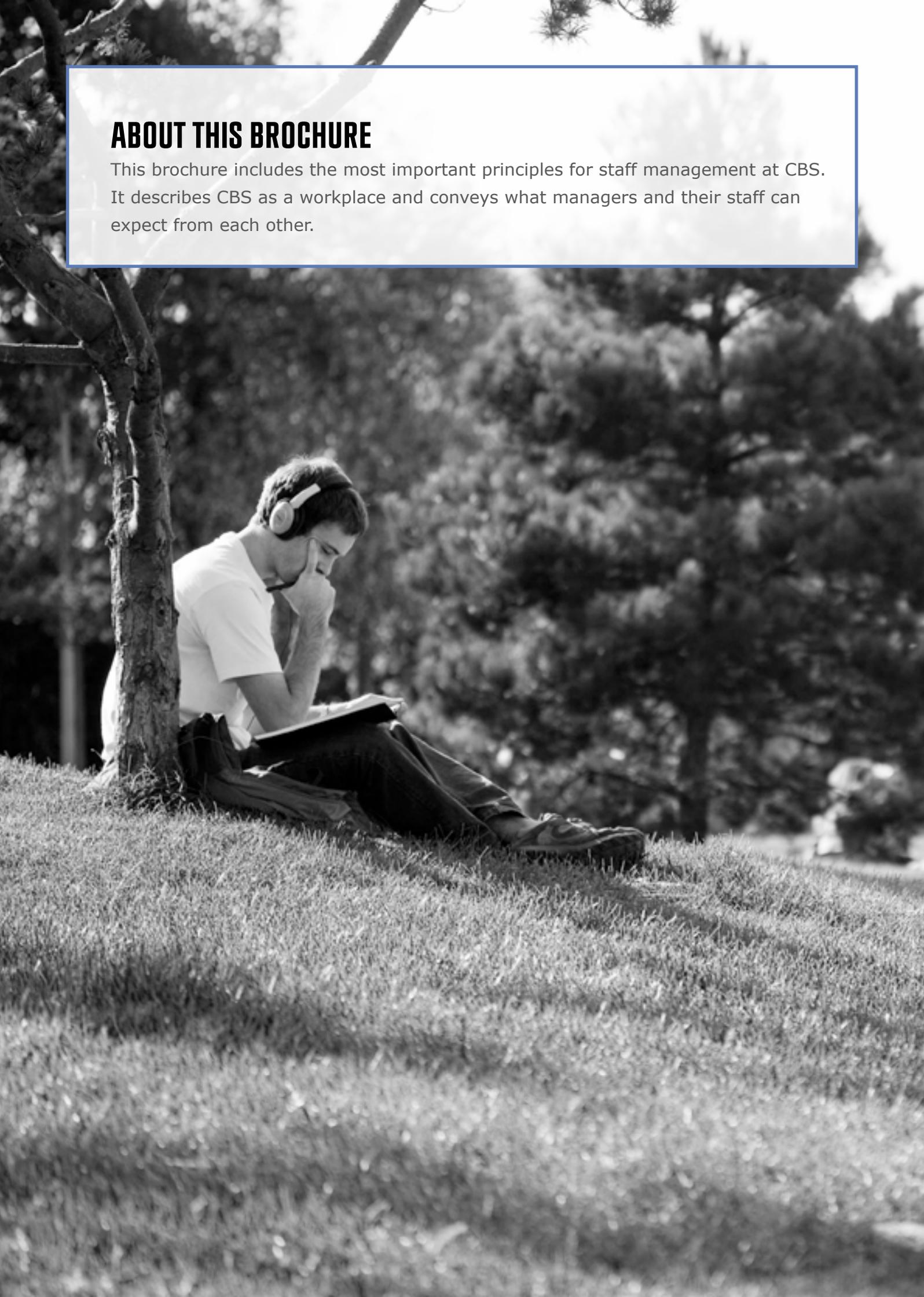
CBS
COPENHAGEN
BUSINESS SCHOOL
HANDELSHØJSKOLEN

STAFF POLICY



ABOUT THIS BROCHURE

This brochure includes the most important principles for staff management at CBS. It describes CBS as a workplace and conveys what managers and their staff can expect from each other.



An inspiring and attractive workplace

CBS aims to be among the best business schools in the world and offer teaching and research at the highest possible level.

This places significant demands on us as an organisation. Therefore we want to create an international environment that encourages innovation, experiments and originality. We expect that our employees have an open and positive approach to the tasks at CBS and take part in creating solutions that support the objectives of CBS.

We wish to make room for differences of opinion and encourage an open debate at all levels of CBS. We want to be an attractive workplace, where everybody is treated with respect and trust, and where the staff's

ability to make their resources useful is supported. We want everybody to participate in realising our objective of being an innovative, global and diverse university.

The staff policy includes a number of principles for:

- > Expertise and competences
- > Flexibility and balance
- > Cooperation and leadership
- > Health and job satisfaction

The staff policy is interpreted in the individual units and departments through dialogue between management and staff. The staff policy must be a dynamic part of the organisation with the employees as active partners, and everybody acts in conformity with the principles.



EXPERTISE AND COMPETENCES

Copenhagen Business School wants to recruit and retain the most qualified and talented people. Therefore we constantly seize to create attractive career and development opportunities and provide the basis for expertise and quality. This imposes high demands on both staff and management to also take personal responsibility.

We support the development opportunities of the individual employee by establishing a learning environment that promotes knowledge sharing, job enlargement and cooperative ways of working such as in teams, networks and projects.

We wish to contribute competence development to the individual employee and thereby ensure life-long learning. Through professional and personal development, the employee will have optimal opportunities to handle current and future tasks efficiently and satisfactorily to themselves and CBS.

Through planning and implementation of competence development, we wish to ensure all employees equal opportunities to participate in development processes and also plan individual programmes that take specific family relations into consideration. The annual performance review is an important tool to support expertise, develop qualifications and competences.

Finally, CBS wants to ensure that the employees still maintain their competitive power on the job market. We want to support the employees in progressing in their career, if CBS is no longer able to offer satisfactory job opportunities.



FLEXIBILITY AND BALANCE

Copenhagen Business School wishes to create a working environment with a satisfactory balance between work and private life that is beneficial to CBS as well as the individual staff member. The employee's needs for flexibility must be considered and balanced with respect to the execution of tasks.

The employee's wishes change in line with their personal life and personal ambition. Wherever possible, we wish to accommodate the wishes of our employees.

It is our duty to show consideration for employees who need flexibility in order to create a proper work/life balance, for instance in connection with pregnancy and leave, small children, crises or long-term illness in the family. It is possible to reduce working hours, to ensure a flexible working day or arrange that the employee is working from home. This is also the case if the employee falls ill.

In case of absence due to illness we wish to build on mutual trust, care and openness and the recognition that everybody can be struck by illness.

We also wish to show consideration for employees, whose social or health-related conditions - temporary or permanent - require special planning or a different workplace set-up.



COOPERATION AND LEADERSHIP

Copenhagen Business School wants a positive working environment with mutual trust and respect, a sense of community with openness and a proper tone. We also think that cooperation and good relations between employees and managers across departments and units help create job satisfaction.

We want to develop a job culture that motivates and involves the employees in relation to their specific tasks, and also makes them think and act holistically and efficiently.

We value each other's differences and guarantee equal opportunities for all employees in an international environment that is diverse and characterised by interdisciplinary cooperation both internally, regionally and globally. We prepare all our staff members for the international environment, also in terms of language enhancement.

CBS wants a management culture that creates results, however, there must also be room for competence development and

commitment. We attach importance to personnel responsibilities in order to create optimal opportunities for handling and prioritising existing and future tasks efficiently, professionally and satisfactorily to the employee and CBS.

We wish to ensure constant development of managerial competences in a wide sense. Therefore we work with communication that supports contributory influence and joint responsibility every day for all employees.

We are also working continuously with different types of organisation and management at all levels to prepare managers to work in dynamic environments where the interfaces between tasks, competences and responsibility are constantly changing.



HEALTH AND JOB SATISFACTION

Copenhagen Business School wants to be an attractive workplace. This implies that the staff feels comfortable in a working environment that promotes trust, commitment and job satisfaction. The managers of the individual units and departments are responsible for:

- › creating a climate where the employees are involved in the development of a healthy and safe physical environment in collaboration with CBS' working environment committee.
- › paying attention to the well-being of the staff members in regards to work contents, planning, organisation and technological conditions, as well as the interaction between employees. The manager supports the individual employee or groups of employees, if anything goes wrong.

Bullying and harassment can be a sign of an unhealthy working environment. CBS does not tolerate bullying and harassment. Everyone has the right to be treated with respect and dignity.

We evaluate the physical environment and the satisfaction of the employees as well as their psychosocial working environment. The evaluation takes place in collaboration with the General Consultation Committee, who will plan and follow up on the physical and mental working environment at CBS. Local plans for action will be made as well as subsequent evaluations.

We help employees who are ill, in crisis, victims of abuse or have reduced work-ing capacity.



OTHER INFORMATION

The staff policy has been prepared in collaboration with the General Consultation Committee at CBS in 2012.

We have also prepared policies for selected areas and supplementary guidelines from the General Consultation Committee
- read more on the HR website on Share.

The staff policy applies to all employees at CBS.

The staff policy does not describe the legislative and contractual basis of CBS as a whole.

Find more staff information on CBSshare in the staff manual.

CONTACT

If you have any questions, please do not hesitate to contact **HR Services**.

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