Guidelines on competence management

This document is a translation. In case of a discrepancy between the Swedish original and the English version of the decision, the Swedish version will prevail.

Competence management

KTH competence management ensures that operations are conducted based on the organization's short and long-term goals. Employee competence is its most important resource in order to progress operations, based on the requirements of the operations themselves and of the surrounding world. Starting from these requirements, existing skills may need to be developed, supplemented by recruitment and, in some cases, a changing in working tasks may become necessary.

The actual employees KTH is able to recruit are crucial, as well as the preconditions and creative freedom KTH can offer[1] within the organization. This means working strategically, systematically and with good forward planning with competence management, and that KTH works actively with its employer brand in all available channels and dialogues both internally and externally. Gender equality, diversity and zero tolerance against discrimination and harassment are important aspects of KTH's work with quality as well as core values in our organization.

KTH goals within competence management

The KTH vision is to be an internationally-successful research and education university and continue to be an attractive employer, from an international perspective.[2]

KTH will, through excellence in research, provide education based on leading research and professional administrative support (including through digitalisation). In close cooperation with the surrounding society, KTH will be one of Europe's leading technical universities and compete for the best researchers and students.

The overall goal is to employ qualified staff within the various areas of activity in order for KTH to be attractive to students, employees, research financiers and the surrounding society.

The KTH Strategic Plan 2018-2023 gives descriptions of both strategies and goals within competence management.

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[1] KTH Strategic Plan 2018-2023
[2] KTH Vision 2027

Sub-processes in competence management

Well-functioning competence management is based on several different interacting factors including the integration of processes between operational planning and competence management, as these are strongly linked to each other. By utilising its potential for efficiency and quality, digitalisation at KTH can release resources to create added value and to facilitate this integration.

KTH will work systematically and strategically with the sub-processes in the field of competence management:

• Attract, recruit and introduce new employees

• Develop and retain existing employees

• Discontinue and terminate employment

Attract, recruit and introduce employees

Attract and recruit

The employees KTH is able to recruit and the preconditions and creative, stimulating environment that KTH can offer are crucial.[3]. The recruitment process includes identifying, attracting and employing staff. Recruitment and appointment of staff brings an opportunity to replace or strengthen the workforce by actively seeking or enhancing competence within the different KTH areas of activity. Recruitment is a managerial responsibility, not only in relationship to its own operations, but also in relation to the entire university. Recruitment must fit into departmental, school and KTH long-term strategy[4] as each recruitment is a long-term investment for KTH and a strategic tool for achieving stated goals. All recruitment has an equal opportunity perspective, consequently everyone who applies for employment at KTH is treated and assessed in the same manner. Respect and openness as concerns different tasks and cultures contributes to fruitful cooperation. Transparency in recruitment shows openness and increases diversity.

KTH also needs active, long-term and strategic inputs as concerns its employer brand in order to attract and recruit the right employees.

Introducing employees

KTH operations in terms of content and requirements presuppose a broad and individually-adapted introduction that is uniform and structured for all new employees with the aim of strengthening the

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[3] KTH Strategic Plan 2018-2023
[4] KTH Strategic Plan 2018-2023

development of the individual and of KTH. The introduction will also confirm that the new employee has made the right choice in choosing KTH as an employer.

Developing and retaining employees

At KTH, all employees will be afforded the opportunity of developing and progressing in their careers.[5]. KTH offers good development opportunities in an organizational culture that stimulates creativity and own responsibility.

KTH operations are developed through employee involvement and by utilising knowledge and skills in a manner that will benefit both employer and employee.[6]

Competence development is individual and aims to progress employees in their professional roles e.g. through more difficult or extended tasks. Competence development on equal terms increases the professional knowledge of employees and is therefore an important part of KTH quality and work environment activities. All competence development should be linked to KTH vision, goals and strategic plan and bring added value to KTH.

Discontinue and terminate employment

When staffing needs change, for example, when developing operations through mergers, resource shortages or other similar situations in the workplace, KTH may need to manage redundancies or termination of employment, which is a part of every organization's operations. Employees may also choose to terminate employment for various reasons, such as a new job or retirement. KTH should actively follow up on why employees choose to terminate their employment at KTH.

Roles and responsibilities

Each school at KTH is responsible for communicating how their overall strategic work on competence management is led, coordinated and followed up.

Each employee take the initiative to develop competence according to operational needs. Each manager is responsible for following up and offering development dialogues to employees at least once annually.

Employees and managers carry shared responsibility for promoting, developing and exchanging knowledge and competence in line with operational needs.

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[5] KTH Strategic Plan 2018-2023
[6] KTH Local collaboration agreement (V-2018-0010)