

STAFF POLICY (18 June 2015)

The purpose of this policy is to provide a general framework for the staff policy related activities at the Danish Institute for Human Rights, and an overview of the conditions and opportunities for staff and management. The policy is to help ensure a consistent approach and communicate the values and practices that apply at the Institute as a workplace.

A UNIQUE WORKPLACE

The Danish Institute for Human Rights is a unique workplace with highly dedicated staff and management. At the same time, it is also an ordinary workplace where we need to be professional and efficient. The Institute is an ambitious workplace of which the outside world asks a great deal, and where we also ask a great deal of one another.

The Institute needs to be a good place to work. We want a workplace where we help each other grow and where we take responsibility for our work. We want a workplace characterized by trust, transparency and ambition. Our activities must be lawful, professional, credible and politically neutral. This is a joint responsibility that we must all help to fulfil.

Our staff policy aims to provide a clear framework so that each of us knows what we can expect and what is expected of us. The policy includes references to various sub-policies, guidelines and other documents that expand and support it.

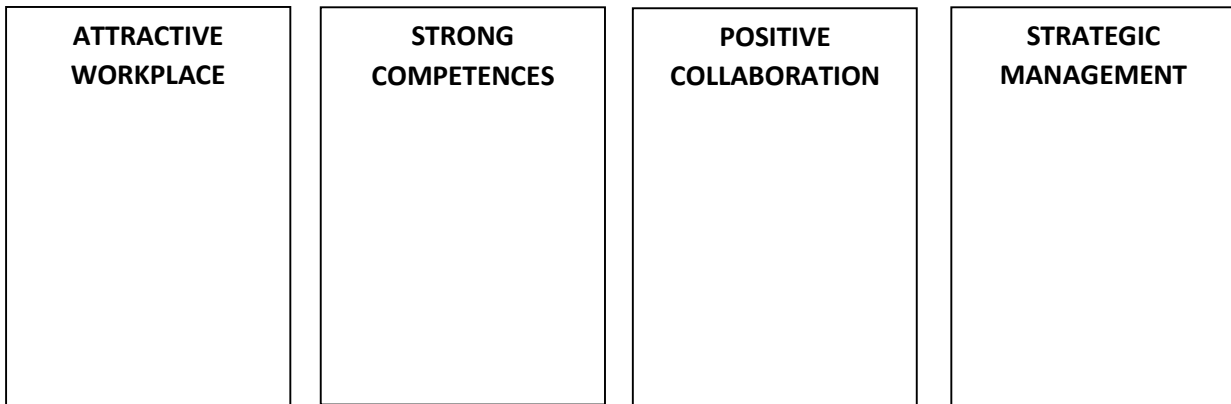
PRINCIPLES

We are a knowledge organization with high levels of professionalism and high expectations of each other.

We work together to find the best solutions to our tasks.

We provide a wide framework for dedicated staff to grow.

This policy focuses on four main areas that are key to turning our words into actions:



- **ATTRACTIVE WORKPLACE**

The Institute strives to be an attractive workplace. We focus on employees' welfare and motivation. We safeguard one another's physical and mental well-being as the basis for job satisfaction and dedication. We aim to organise work flexibly so that all of us, within set limits, can strike the right balance between work and leisure. We expect everyone to help promote well-being by showing respect and care for our colleagues both individually and collectively.

We therefore attach importance to:

- The requirements to the individual employee depending on position, skills and duties
- Employees' freedom to organise their own work within clear limits
- Respect for diversity
- Flexibility where employees have special needs due to illness, crises, age, disability, pregnancy, childbirth etc.
- Preventing and minimising work-related stress, injuries and security risks, including when travelling
- Zero tolerance for offensive behaviour

We have produced the following documents to support this work:

- Guidelines Offensive Behaviour
- Stress and well-being policy
- Senior policy
- Working time agreement
- Salary policy

- **STRONG COMPETENCES**

The Institute strives to attract and retain staff with excellent professional and social skills. We focus on individual development, learning and knowledge-sharing so that everyone can grow and help the Institute succeed in its mission and achieve its objectives. We work strategically and systematically on skills development in the light of both individual and common goals.

We therefore attach importance to:

- Alignment of the Institute's strategy and the individual's development
- Manager and employee having a mutual responsibility for learning and development
- Dialogue on development opportunities with consistent, constructive, specific and mutual feedback
- Using different forms of learning, such as peer-to-peer, mentoring, networking and external courses

We have produced the following documents to support this work:

- Competence development strategy
- Concept for staff development review

- **POSITIVE COLLABORATION**

The Institute expects all staff to pull together to strengthen and advance its efforts. We want our work to be based on trust and dialogue and a high level of independence within clear strategic limits and with the big picture in mind. We want people to be frank, constructive, open, respectful and courteous in their communication.

We therefore attach importance to:

- The collaboration committee (SAM) as a central forum for dialogue between management and staff on the working environment and on the development and future of the workplace
- Open, respectful and courteous dialogue between employee and manager, among staff and across departments and functions
- Rapid, mutual and consistent resolution of disputes
- Predictable and clearly defined involvement in decision-making processes

We have not produced specific policies to promote teamwork, but will integrate these goals into our day-to-day work.

- **STRATEGIC MANAGEMENT**

The Institute's leadership must be strategic and visionary and reflect a broad understanding of both internal and external issues. Management must set clear goals and prioritise tasks with the emphasis on efficiency, resource management and results. Management must create trust, welcome diversity and give individual employees scope to conduct their work and develop their skills responsibly. We believe in personal and situational leadership, and in actively and continuously developing management's skills.

We therefore attach importance to:

- Common strategic objectives and clear communication with the emphasis on results and priorities
- Managers who are attentive, available and open to ideas, problems and criticism
- Managers who resolve disputes, combat discrimination and misconduct, and promote a good working environment
- Continuous, systematic managerial development

We have produced the following documents to support this work:

- Management code of conduct

This policy was approved by the collaboration committee (SAM) 18 June 2015.

The policy will be extended regularly with additional sub-policies etc. and is expected to be revised at the end of 2016.