



Human Resource Policies

The objective of the human resource policy is that the City of Reykjavík should always have competent, motivated staff at its disposal, who can ensure that the necessary initiative will be shown in their work, provide good service, and respond to the constantly-changing needs of the city. The human resource policy is intended to ensure employees certain working conditions, as well as the potential to grow and develop in their work. Efforts shall be made to create conditions which enable staff to coordinate their work with their family life.

Principles

- *Respect for the individual*
- *Collaboration and flexibility*
- *Equality*
- *Knowledge and initiative*
- *Service mentality*

This entails that the institutions and companies of the city of Reykjavík:

- *Respect their staff and their views.*
- *Motivate staff in order to develop and improve their work.*
- *Work in the spirit of fairness and equal rights.*
- *Offer tasks which suit the talents of each individual.*
- *Provide conditions for staff to add to their knowledge and professional skills.*
- *Prioritise a high standard of quality and service.*
- *Keep staff informed of their role and responsibilities.*

This entails that staff must:

- *Respect their co-workers.*
- *Be prepared for development and change, and participate in them.*
- *Maintain and increase their knowledge.*
- *Carry out their work conscientiously and in accord with high standards.*
- *Show responsibility.*

Details of Procedure

1. Staff Employment Rights

- Vacancies

Municipal institutions and companies shall advertise vacancies in accord with the principal rules of the City of Reykjavík. The principle of fairness shall be maintained during the hiring process. The choice of candidate should be based upon the competence of the applicant to perform the work of the advertised post. In making the appointment, account shall be taken of the City's equal rights programme and cultural diversity policy. Fairness shall be maintained at the job interview, and the appointment shall be made in a formal manner. New staff shall receive information on the municipal system as applicable in each case.

- Equality

Municipal institutions and companies shall comply with the City of Reykjavík's cultural diversity policy and equality programme. It shall be ensured that no discrimination in terms of employment is made between members of staff on grounds of gender, race, political views or religious conviction, or for other subjective reasons. Managers must promote the effective assimilation of foreign staff in the workplace, and arrange for studies in Icelandic if necessary.

- Termination of employment

Dismissal must be based upon objective grounds. An employee has a right to receive a written explanation of the reasons for the decision to dismiss him/her. In the case of alleged dereliction of duty, the supervisor must issue a reprimand, first giving the employee chance to express his/her views on the matter, unless the offence is so serious as to warrant immediate dismissal.

The employee shall have the opportunity for an interview with a member of management on termination of employment.

Employees shall retire not later than the end of the month in which they reach the age of 70 years.

2. Employees' continuous learning, professional skills and job development.

- Continuous learning

The City of Reykjavík strives to ensure that employees have opportunities for continuous learning, both within their institutions and outside, in order to add to their knowledge and professional skills, which will prove useful in their work. It is the shared responsibility of the employee and management to maintain and add to professional knowledge and other specialised knowledge required in the employee's work.

Employees' efforts in enhancing their skills in this manner contribute to their job security.

- Personnel interviews

The City of Reykjavík wishes its employees' talents to be able to flourish in their work. Employees of municipal institutions and companies are entitled to a personnel interview at least once a year. The purpose of such interviews is to ensure that the demands and expectations of management and employees are clear, and that consultation takes place regarding improvements, when these are necessary. Personnel interviews include discussion on the need for training, and means of improvement. At the personnel interview, the employee should be able to discuss how he/she feels in the workplace, performance, and his/her wishes for job development.

- Job development

Employees shall seek to adapt to the demands made upon them by their work, such as technical and professional development, and shall be prepared for training for new and different tasks.

Job development is the responsibility of the employee and his/her manager.

This is carried out e.g. by the employee's participation in personnel interviews, ongoing education and collaboration. Job development and job security are directly linked. Job development takes place when an employee undertakes a task or new project which makes new demands upon him/her. The purpose is that the employee be able to produce more valuable work, to his/her own benefit and that of the people of Reykjavík.

3. Working environment

- Interaction

The City of Reykjavík wishes to promote trust in interaction between employees, between city employees and elected representatives, and between employees and the inhabitants of the city. The City of Reykjavík stresses equality in interaction between municipal employees. Rules on communications, chain of command and information flow shall be clear, simple and accessible to all. The City of Reykjavík wishes to promote a good work morale, and encourage employees to show their co-workers and others appropriate respect, tolerance and a pleasant manner.

- Measures to be taken if rules of interaction are violated

A member of staff who verbally, by gesture or by other conduct threatens, disturbs or provokes others in the workplace, bullies another employee or sexually harasses him/her, is deemed to have violated the essential rules of workplace interaction. Such conduct may lead to a reprimand and dismissal.

- Workplace safety

Managers must seek to make the workplace environment healthy. Seeking to ensure the well being and healthiness of staff serves the interests both of the city and of its employees. Staff are responsible for taking care of their own health. The working environment shall be free of harmful substances and other hazards, as far as possible. Staff must also comply with requirements regarding safety and care in their work. In a workplace where handling of hazardous substances is necessitated by the nature of the work, it shall be ensured that the utmost safety is observed, and clear instructions shall be given on the response to mishaps and accidents. It shall also be ensured that overtime is within reasonable limits.

- Drug-free workplaces

The City of Reykjavík wishes to keep its workplaces smoke-free. Employees are prohibited from use of alcohol or other substances at work. The City of Reykjavík

provides staff with guidance and assistance in dealing with problems relating to drug abuse.

- Coordination of work and private life

The City of Reykjavík wishes to create conditions for its employees to coordinate the demands of their professional and private lives as far as possible. The City of Reykjavík wishes its employees to have flexibility at work wherever possible. Men and women shall have the option of reducing their working hours temporarily due to family responsibilities. Employees shall have the option of working part-time and flexible working hours, as far as conditions will allow. Managers shall encourage expectant fathers to take the parental leave to which they are entitled. They shall also encourage fathers, no less than mothers, to stay home when their children are ill.

4. Wage Policy and Determination of Salaries

- Wage Policy

The objective of the City of Reykjavík is that competent staff be employed by municipal institutions and companies, and that they be contented with their work and seek to perform their allotted tasks well. The City of Reykjavík wage policy is intended to support and promote the city's services in quality and effectiveness. It shall take account of the city's general objectives and the human resource programmes of institutions and companies. Special attention shall be paid to those who perform tasks which are exclusively in the field of municipal public services.

- Determination of salaries

Salaries shall be determined in a manner that is transparent and objective. It is important that salaries take account of the demands made upon the employee by the job with respect to responsibility, (physical and mental) strain and specialisation. It is also important that salaries take account of employees' skills and performance, and provide an incentive to give the optimum service.

5. Responsibilities and duties of managers and other staff

Management and staff of individual institutions and companies are jointly responsible for providing the best possible service and ensuring that long-term objectives are attained.

Managers must apply good, up-to-date management methods. These entail, for instance, a positive attitude to staff, active information flow, and decentralisation of power and responsibility. A manager shall normally seek to confer with co-workers on matters concerning the workplace, and seek to achieve a broad consensus. Managers are responsible for the work of their staff. Managers are to work towards the objectives which have been set.

The City of Reykjavík stresses that staff be punctual, and that they be at work at the times agreed, which are stated in the contract of employment. Managers must monitor employees' attendance.

Employees are to perform their work meticulously and conscientiously in every way and be polite, helpful and fair in their work. They are to work honourably with others towards the objectives which have been set. They must comply with the lawful instructions of their superiors. They must observe confidentiality regarding matters of which they become aware in their work, and which are subject to confidentiality. This duty of confidentiality remains in force after termination of employment. Employees should take care that their conduct and behaviour is consistent with their position, and avoid any action which would reflect upon them or their reputation, or which might bring discredit upon the post or profession in which they work. Employees are to take care not to accept payment or other goods from clients which could be interpreted as a remuneration for a favour. They must maintain the highest standards of probity, integrity and fairness in their work for the city.

6. Institutions' and companies' action plans

Every other year, municipal agencies and companies must make an action plan for the implementation of the human resource policy, in connection with the drawing up of work and financial plans; this plan must be presented to staff and submitted to the Human Resources Department. This shall include details of how the human resource policy is to

be applied, and the measures envisaged for this purpose. At the end of each year institutions and companies shall evaluate the success of the plan.

7. Monitoring

The Human Resources Department supervises the personnel affairs of the City of Reykjavík's institutions and companies, and ensures that consistency is observed and that decisions in personnel matters are consistent with overall objectives.

The Human Resources Department issues further rules and guidances on the application of the human resource policy, and monitors its implementation by institutions and co