

The **IT** University
of Copenhagen

The IT University of Copenhagen's Value Statement

The Management Group
August 27th, 2003

Version 1.3

Internal repport, IT-department
IT-University of Copenhagen

Glentevej 67
DK-2400 Copenhagen NV
Tel.: +45 3816 8888
Fax: +45 3816 8899
www.itu.dk

Basic Values for the IT University of Copenhagen

The IT University of Copenhagen (ITU) exists because Denmark wants to be a leading IT nation.

ITU's value statement is based on Scandinavian cultural traditions: A short distance between employees and management, employee development through academic and vocational challenges, independence as well as result orientation and focus on human relations and working environment.

ITU has three cultural core values that are a continuation hereof: **direction-finding**, **forthcoming** and **accountable**. These cultural core values are joint values throughout ITU.

The interpretation and weighting of the core values may vary as a result of varying focus within ITU's business areas. Among ITU employees, profiles such as "the independent and inquisitive person in a rebel organisation" and "the clarifying and challenged person in an effective organisation" are dominant.

ITU has and accepts a forthcoming culture where the way in which the cultural core values are met may vary within the various employee groups. However, ITU attaches importance to ensuring that there is always harmony between the diversity of local interpretations.

Direction-finding

ITU is to be **direction-finding**, and ITU will meet this objective by being innovative, respected and visible. ITU wants to be the preferred partner of choice among academic environments and industrial partners.

Being a direction-finding university requires that, at all levels, ITU must

- choose with care and create new strategic opportunities
- seek influence and participate in setting the agenda
- create leading positions in ITU's business areas
- communicate widely and factually about our activities and the results achieved

ITU as a direction-finding university means that, at ITU, you can expect

- to meet visionary professional and academically competent people
- to experience creativity and a will to undertake new challenges
- that we are ready to challenge the status quo and show new ways forward
- that there is room to make mistakes in the pursuit of high goals and objectives

ITU is a forward-looking and future-oriented university with an emphasis on dynamic adaptability. The time frame for individual tasks is typically measured in man-days.

The tone at ITU is predominantly professional with importance being attached to ensuring the social element among those who work at ITU. Responsibility is primarily delegated in relation to academic and vocational competence.

ITU believes that conformity and innovation are both important factors in all work processes. Innovation is an essential part of research and education when it comes to being first with the latest ideas. Conformity is important in maintenance of the quality level and in the focus on competencies that are in demand such as delivery of quality on time. In administrative terms, innovation is essential in order to create efficiency, transparency and adaptability to change, whereas conformity is necessary in relation to legislation and financial responsibility.

Forthcoming

ITU is to be **forthcoming**, and ITU will meet this objective by being inquisitive, holistically oriented and willing to see beyond its own demarcation lines and domains. ITU wants to be open and unprejudiced and to conduct a mutually respectful dialogue.

Being a forthcoming university requires that, at all levels, ITU must

- be cooperative and dialogue-oriented both internally and externally
- have openness about its strategy and decisions and include relevant views in these
- show flexibility and bring various educational and academic aspects and fields into play
- use practically observed problems as a basis and apply a holistic view to these

ITU as a forthcoming university means that, at ITU, you can expect

- to meet friendly, smiling employees, who take the time to listen and to help to the best of their ability
- to experience academic, professional and personal respect and tolerance for new methods and approaches
- that there is a courteous tone in which reasons are given for priorities and where lines are respected
- that we are open to new impulses, but that we do not compromise on our principles

Co-operation and dialogue are the preferred form of interaction at ITU. In areas in which ITU may be in a competitive situation, for example regarding attraction of research funds and recruitment of students, ITU seeks to strengthen its position as much as possible through strategic partnerships.

The view of the right and wrong ways of doing things at ITU is primarily determined on the basis of factual conditions and concrete experience. The framework for good and poor human intercourse is, to a great extent, developed through social consensus at ITU.

ITU regards itself as being in harmony with and, in some contexts, subject to its surroundings, especially the political system.

Accountable

ITU is to be **accountable**, and ITU will meet this objective by being a credible, learning and resource-conscious institution. ITU wants to give a positive return on the social investment in ITU.

Being an accountable university requires that, at all levels, ITU must

- have clear priorities for the tasks at hand and communicate these priorities
- look at problems proactively and assume the responsibility for solving them
- focus on quality and follow up on this consistently
- perform its role in a given partnership, honour concluded agreements and ensure that projects and tasks are finished on time

ITU as an accountable university means that, at ITU, you can expect

- to meet conscientious, goal-oriented, diligent and hard-working people
- to experience respect for mutual time and money
- that we do our utmost and that we make it clear when expectations are unrealistic
- that we acknowledge and learn from any mistakes that may be made

ITU focuses primarily on the collective, but also believes that there must be room for individual expression within this collective. ITU appreciates participation and a high level of organisational commitment.

ITU has faith in human nature, but ITU is also of the opinion that all people can develop by being challenged.

The authoritative system at ITU is primarily participatory and based on a collegiate spirit.

Staff Policy Summary

ITU is to be a good workplace for all its employees. This means that everyone is part of a whole that is characterised by equality and respect. All employees are to have the opportunity to develop professionally and personally, to use their personal qualifications and to pursue their ambitions.

ITU's most important resource is its employees and students. Its employees in all competence areas are ambitious, proficient in their field and work continuously to enhance the efficiency of task performance at ITU. Specialist skills, results, a forthcoming attitude, respect and tolerance are key concepts for the employees at ITU, and both the students' and the outside world's views of ITU are of decisive importance to the way ITU sees itself. Consequently ITU measures its results on a continuous basis and works systematically to improve them.

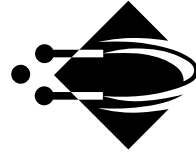
ITU wants to attract and retain highly qualified employees as members of its teaching, research and administrative staff. On the basis of their professional commitment, employees are to contribute to making ITU an attractive, challenging and dynamic workplace, where it is fun to be!

The organisational culture at ITU is to be characterised by mutual respect. All employees have a right to be taken seriously in their work, and both employees and management have a responsibility to ensure that there is a courteous tone among people at ITU. This respect is to be combined with openness, and it must be possible to give and receive constructive criticism and communicate disagreements.

ITU will conduct an open and unprejudiced debate and seek to provide a high internal level of information. Everyone has a responsibility to contribute to the debate on ITU's activities, strategies and development plans. It is important that all employees are able to create coherence between their own goals, the goals of the individual department and the overall goals of ITU. A prerequisite for this is that the employees at ITU are capable of adapting and developing in line with major changes in organisational strategy, goals and objectives.

ITU wants to be an international environment. It is therefore important that ITU works actively to attract and retain qualified applicants from abroad.

ITU is also an forthcoming workplace with room for employees who, for various reasons, find it difficult to gain and maintain a foothold on the labour market.



The **IT** University
of Copenhagen

The IT University of Copenhagen's Basic Values
Appendix: Examples from
the Cultural Study

The Management Group
August 27th, 2003

Version 1.3

Internal report, IT-department
IT-University of Copenhagen

Glentevej 67
DK-2400 Copenhagen NV
Tel.: +45 3816 8888
Fax: +45 3816 8899
www.itu.dk

Examples of how ITU is direction-finding

Innovative:

- “We establish and hold conferences, for example Computer Games & Digital Textualities” (*DiAC*).
- “We create dynamic research environments, including by means of external research funds” (*DoI*).
- “We plan and optimise business processes so that others can become direction-finding, for example the IT radar, where information about requirements for supplementary training and education in the IT sector is made available to ITU” (*the Department of Education*).
- “We dare do things that are unusual in Denmark, for example course assessment and follow-up on the students’ progress in their study programmes” (*the Management*).

Respected:

- “We produce graduates with a good reputation” (*DUIT*).
- “We hold the chairmanship for, for example, Datateknisk Forum” (*DoI*).
- “We have high-profile PhD study programmes and conferences” (*the Theory Department*).
- “We are quoted” (*the Theory Department*).

Visible:

- “We keep actively in touch with the press and the private sector” (*the Management*).
- “We are active in communication of important information to students and teachers” (*the Student Administration*).
- “We do much work to be visible in the media” (*DiAC*).

Examples of how ITU is forthcoming

Inquisitive:

- “We show an interest in our colleagues’ well-being” (*the IT Department*).
- “We answer all serious inquiries seriously” (*DiAC*).
- “We welcome new employees in an open and outreaching manner” (*DUIT*).

Holistically oriented:

- “When we receive inquiries, there is always an employee who takes the time to receive the inquiry, no matter how busy or preoccupied the employee is with something else. If there is not time to perform tasks, an explanation is given for why the task in question cannot be performed, and information is given about when the task can be performed” (*the Personnel Department*).
- “We have rules, but we are flexible - we are not rule-mongers” (*the Student Administration*).
- “We try to help colleagues in other departments” (*the Student Administration*).

Willing to see beyond own demarcation lines and domains:

- “We work for a language policy that shows consideration for everyone” (*DoI*).
- “We listen and try to understand those who contact us. If we cannot perform the task for them, we provide them with guidance about where it can be performed” (*Internal Services*).
- “The teachers develop courses and teach together” (*DiAC*).
- “Knowing your limitations, but not being dismissive, instead of adopting an attitude of ‘This is not my area of responsibility’” (*Internal Services*).
- “We step in for others” (*Internal Services*).
- “We send relevant references (literature, conferences, guests) to each other” (*DiAC*).

Examples of how ITU is accountable

Credible:

- “If we are asked to perform a task, we perform it correctly” (*Internal Services*).
- “We perform the tasks that we undertake at the time agreed and with the quality agreed” (*DUIT*).
- “We provide education from which the students can benefit in their future work” (*DUIT*).
- “We provide good service, for example by finding the relevant person to speak to when we are contacted by the press” (*the Management*).
- “We expect accountable teachers who always offer qualified teaching and who make it clear when they are unable to meet this requirement. For example cancellation of student counselling and finding a new appointment when the teacher is not sufficiently prepared” (*DoI*).

Learning:

- “We follow up on procedures for employment of, for example, external associate professors, where there are ‘holes’ in the procedure” (*the Department of Education*).
- “We strive to make each other aware of things that can be done better” (*DiAC*).
- “We create new learning environments, for example the FIRST Graduate School” (*the Theory Department*).
- “We use our colleagues as sparring partners” (*the Finance Department*).

Resource-conscious:

- “We co-ordinate deadlines with the rest of ITU. We remind others of deadlines and take action to ensure that they are met” (*the Department of Education*).
- “We handle tasks and ensure that they are followed all the way through (possibly handed over to the right party and that there is feedback on this)” (*the IT Department*).
- “We create good routines and procedure descriptions in connection with the performance of tasks” (*the Personnel Department*).
- “We work to ensure that a research strategy that is in accordance with our visions is drawn up and implemented” (*DoI*).
- “We say no to uninteresting research subjects” (*the Theory Department*).