

# Management policy of the **Swedish Police**



How managers and others with a leading position are expected to act in their various roles and how they should co-operate with their members of staff.



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The objective of the judicial system is legal security and the security of the individual before the law. The objective of the Police is to reduce crime and increase public safety and security. To attain these objectives good leaders and committed members of staff are required.

**THE PURPOSE OF THE MANAGEMENT POLICY** of the Swedish Police is to make everyone within the organisation aware of the expectations that the activities within the Police put upon their managers and supervisors. The policy establishes how managers and others with a leading position are expected to act in their various roles and how they should co-operate with their members of staff. It shall also form a basis both for recruitment as well as management evaluation and development. The policy will be developed and explained in detail, inter alia in the document on basic values within the Police.

**THIS POLICY** refers to managers, but the policy does not only include managers but also persons with a supervisory position without a formal post as a manager, for example certain group leaders and project leaders. Being a manager is to have a formal position and function within the organisation that within the Police is regulated by existing laws and ordinances, while leadership is the manner in which the manager chooses to exercise his powers. Within the Police a leadership is not only exercised in an everyday context but also in more trying situations that require a leadership adjusted to the specific situation. That kind of leadership is also built upon the principles that are established in this policy.

**ULTIMATELY**, the objective of all leadership within the Police is to increase the efficiency and to attain the expected results.



### Three management roles

All managers, no matter the level in the organisation, have three roles: *the role of responsible for the activities, the role of employer* and *the leadership role*. Moreover, by showing his/her commitment and empathic ability and by being interested in people, a leader within the Police shall be an *example* for his/her members of staff. He/she shall be straightforward and explicit, stand for his/her opinions and be a support for his/her members of staff and subordinate managers, especially in difficult situations.

#### The role as responsible for the activities

One of the main tasks for leaders within the Police is to develop the activities according to set guidelines, so that quantitative as well as qualitative objectives are achieved. This task requires understanding of the overarching task and knowledge of the rules that govern the activities, and the ability to convey this to other managers and members of staff. The manager, together with the members of staff, sees to it that the tasks are made more concrete and adjusted to the relevant organisational level. He/she is responsible for achieving objectives and, if that is not the case, takes action. His/her role as responsible for the activities includes that he/she strives for a working climate characterised by openness and tolerance, where diversity and equality are a matter of course.

#### The role of employer

All managers and leaders within the Police are employer representatives. They take on responsibility for employer policies and they have the ability to apply these policies for the best of the activities. He/she acts according to the employer's mandate, obligations and competence, and co-operates with other managers to achieve uniform employer policies. Representing the employer also includes being loyal to decisions made and being able to carry through decisions, also when they are unpopular.

#### The leadership role

A fundamental part of the role of the leader is to achieve concrete results by means of the members of staff. It is therefore crucial to motivate, support and develop the members of staff in their work.

All leaders within the Police have a communicative task. By listening and by absorbing other people's opinions, the leaders create opportunities for dialogue and participation. A good and communicative leader shows that he/she has confidence in his/her members of staff by giving continuous information and by creating opportunities for discussion about how to tackle the tasks. Clear framing and delegation and feedback are included in the task of being a leader. Further, a leader must cope with demands and expectations from the management, the members of staff and the unit that commissioned work. This demands flexibility, self-knowledge and understanding for others, as well as an ability to adapt the leadership to the existing circumstances.

#### Leadership at three levels

All managers within the Police act according to the roles described above. In addition, there are special demands on leadership depending on the level, at which the manager is working. There are three levels of leadership within the Police:

- Strategic leadership, which is exercised by management committees in the different police authorities. The strategic leaders set the frames for the activities. This is a long-range and superior leading function with focus on overarching decisions.



- Indirect leadership is exercised by heads of departments and some heads of divisions and sections, i.e. managers who lead other managers.
- Direct leadership is exercised by managers who lead members of staff but not other managers, for instance team leaders, senior patrol officers and some heads of section or unit.

### Strategic leadership

The strategic leader is extroverted, inspiring and visionary. He/she takes a broad interest in social issues and has great knowledge of the world around his/her field of responsibility. Understanding of and knowledge about the activities are more important than pure professional skills. The task is to interpret and understand the demands made on the Police by the surrounding world and to adapt and mediate these demands into his/her own agency. Accordingly, the strategic leader mediates the knowledge about and understanding of the Police's activities to the surrounding society, for instance to politicians and media, either by appearing himself/herself or by delegating this task to other people. One important task of the strategic leadership is also to lead managers on the next level, that is the indirect leaders.

### Indirect leadership

The indirect leader conveys overarching, strategic instructions and intentions to managers who exercise direct leadership. In practice, this means that the strategies are to be put into practice. The indirect leader has to understand and interpret the strategies and to adapt them to his/her own activities. This requires good communicative skills and broad knowledge about the activities. It is crucial that he/she has a comprehensive view and the ability to balance different perspectives and to co-operate both horizontally and vertically. A fundamental task is to lead other managers and to act through them. One part of this leadership is to delegate and to support the direct leaders in their tasks of breaking down the overarching tasks for the local level.

### Direct leadership

Direct leadership focuses on concrete results, both quantitative and qualitative. The direct leader understands and takes on the responsibility for the role of his/her own activities as being part of the national task. He/she explains the objectives for his/her members of staff. Another part of this leadership is to convey the understanding of the rule of law and the Police's role to play in relation to the rule of law. Given the fixed objectives, he/she gives





clear instructions and raises clear demands for good results of the activities. The ability to delegate and to give and take feedback are important features of direct leadership. The leadership is based on dialogue and open communication and must be adapted to the situation and the individual. The direct leader is present and available without renouncing his/her role of being a representative of the employer.

### **Tools for carrying out the task**

The Police put high demands upon the police managers and the police managers have a large responsibility for the organisation as well as the members of staff. Therefore it is important that managers get the right tools and the support needed from the organisation to be able to carry out their mission. Within the Police, we strive for a situation where our managers have/get:

- good superior managers,
- a clear description of the manager's role and a clear definition of their tasks, in which the expected result and the need for follow-up are evident,
- access to competence-raising training in the fields of leadership, employer policies and businesses adapted to the requirements and condi-

tions of their own tasks, including guidance, mentorship and coaching,

- support in their work with improved working environment and diversity issues,
- administrative support adapted to the task, for instance technical support and standards for leadership, planning and implementation,
- support in their work with HR planning and recruitment, and support in the work with rehabilitation and phasing-out processes.

