



Reykjavík City Management Policy 2026 to 2035



Scope of the Management Policy

The Management Policy is a sub-policy of Reykjavík City's Human Resources Policy.

The Management Policy focuses specifically on managers and applies to all employees with managerial responsibilities across all departments and workplaces of Reykjavík City.

The Management Policy remains effective through 2035.

Connection to other policies and commitments

Reykjavík City Human Resources Policy and its sub-policies

Strong leadership is one of four guiding principles of the new Human Resources Policy.

Other sub-policies of the Human Resources Policy apply equally to managers and other City employees.

Reykjavík City Human Rights Policy

This policy defines managers' responsibility to ensure human rights are respected in the City's system of governance, workplaces and services.

Reykjavík City Intercultural Policy

This policy establishes the goal of increasing the number of immigrants in leadership positions within the City.

Reykjavík City's Procurement Policy

As purchasers, managers must follow the City's Procurement Policy, which emphasizes responsible and cost-effective purchasing.

Reykjavík City's Service Policy

This policy states that managers are responsible for ensuring services align with policy and that quality remains consistent with professional responsibilities. It also requires that employees have the knowledge and resources to meet the Service Policy's objectives.



Purpose of the Management Policy

The purpose of the Management Policy is to develop **strong managers who have a clear vision of their role and the skills to lead** effective operations and services alongside the City's highly capable employees.





Triple responsibility of managers

Management responsibilities cover **professional operations, human resources and finances.**

A manager who oversees all these areas carries full **triple** responsibility.

The scope of responsibility for each management position should be clearly defined in the corresponding job description.





Triple responsibility of managers

1. Managers **lead with a clear vision** and harness employees' capabilities to achieve shared success.
2. Managers cultivate a **positive workplace culture**.
3. Managers ensure a **good work environment** that promotes everyone's development and **well-being**.

Human resources responsibility

Professional responsibility

1. Managers **work for the benefit of service users, residents, visitors** and legal entities, and safeguard quality and equality in service.
2. Managers respond to and **adapt to change**.
3. Managers **direct services** in accordance with the City's policies and external requirements.

Financial responsibility

1. Managers operate **within the framework of approved budgets**.
2. Managers use **funds and time responsibly**.
3. Managers continuously seek ways to **improve operations and increase efficiency**.



Management priorities

Professional responsibility

Managers adapt to change and direct services in accordance with the City's policies and external requirements.

Managers safeguard quality and equality in services and work for the benefit of residents, visitors and legal entities.

1

Managers work for the benefit of service users and safeguard equality and quality

- Define what constitutes effective service or follow Reykjavík City's definition where one exists.
- Ensure services are accessible and meet user needs; listen to users.
- Act as professional leaders and ensure services are provided based on employee's professional knowledge.

2

Managers respond to and adapt to change

- Stay alert to constantly changing environments and evolving needs.
- Identify needs and promote service development and innovation.
- Develop a professional culture that supports quality and improvements in services.

3

Managers direct services in accordance with the City's policies and external requirements.

- Ensure services and all operations comply with legal obligations, policies, established requirements and other applicable standards.
- Develop services and operations based on the City's policies and in line with the interests of users – residents, visitors and legal entities.



Management priorities

Human resources responsibility

Managers lead with a clear vision and activate the talents of their employees to achieve shared success.

Managers cultivate a positive workplace culture and ensure a good work environment that promotes everyone's development and well-being.

1

Managers lead with a clear vision and activate the talents of their employees to achieve shared success

- Have authority to assign tasks to employees and determine work procedures.
- Distribute tasks and responsibilities – consider employees skills and interests.
- Ensure goals, processes, job descriptions and roles are clear to employees.

2

Managers cultivate a positive workplace culture

- Are available for all employees and listen to different perspectives and options.
- Build trust and good teamwork through fairness and consistency.
- Create a work environment with an appropriate mix of discipline, flexibility and room for initiative.

3

Managers leverage employee's talent and promote everyone's development and well-being

- Are good role models, encourage, praise and provide constructive feedback.
- Foster well-being, balance and safety in the workplace.
- Manage the team well, get to know everyone and support employees.



Management priorities

Financial responsibility

Managers are responsible for operations and finances, responsibly use funds, resources, and time, and continuously seek ways to improve operations and increase efficiency.

1

Managers operate in accordance with budgetary limits and City Council priorities

- Adapt operations to new and changing priorities while keeping costs within approved budgets.
- Conduct regular assessments of operational status and take corrective action when problems arise.
- Make good use of limited funds to maintain services and maintain employees' satisfaction.

2

Managers handle funds, resources and time responsibly

- Make sure all paid work hours are used effectively, reduce workload pressures and overtime, and ensure all resources are used efficiently.
- Perform regular cost control, including reviewing invoices, work hours and payroll.
- Seek assistance promptly when there are signs that costs may exceed the budget.

3

Managers constantly look for ways to improve operations and boost efficiency

- Identify opportunities for changes that can save time and money.
- Use the City's systems and shared solutions to avoid duplicate work and improve efficiency, including procurement solutions.
- Engage employees in suggesting ideas for operational improvements.



Manager competence and support

Manager competence

- Managers receive professional development and training just like other City employees.
- Managers take the lead in seeking help and advice and pursuing training and knowledge to build their own skills.

Support for managers

- Managers receive support from their direct supervisor just like other City employees.
- Managers have access to expert support within the City for the managerial responsibilities that come with their job – professional responsibilities, human resources responsibilities and financial responsibilities.



Action plan of the Management Policy

The Management Policy action plan gets updated annually or more frequently, under the direction of the Department of Human Resources and Work Environment managers and presented to the City Executive Council for approval.

Action plans for all Human Resources Policy sub-policies are reviewed annually or more frequently to ensure they align with the Human Resources Policy guiding principles, priorities and actions.





Policy Responsibility and Implementation

The Director of the Department of Human Resources and Work Environment is responsible for the Management Policy as a sub-policy of the Human Resources Policy.

Departmental Human Resources managers implement the policy within their respective departments and collaborate on shared elements and actions.

All managers – employees with management responsibilities – are required to implement the policy in their work.