



THE ACTION PLAN FOR EQUALITY AND DIVERSITY 2020-22

“We will seek out diversity – drive it forward, and cultivate it”



An action plan, from words to actions...



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1. Introduction

The main objective of the action plan is to facilitate equality, promote diversity and prevent discrimination among employees at Inland Norway University of Applied Sciences. As an employer, Inland Norway University of Applied Sciences has a duty to work actively, purposefully and systematically to ensure gender equality and prevent discrimination¹.

In addition to meeting the requirements of the law, it is important, and correct, to have an employer policy that gives us access to the best minds, that brings out the best in the institution's leaders, employees and students, and that ensures equal opportunities for all employees and students. It is both about fairness and about investing in good utilisation of employees' resources. The action plan is a specific tool in the active work for an innovative, inclusive and fair employer and personnel policy.

Active equality and diversity work requires:

- **Expertise and time**

Active equality and diversity work requires resources, both in terms of expertise and time to hold focus on equality and diversity in everything we do.

- **A clear central policy**

It is crucial that Inland Norway University of Applied Sciences has a unified and clear policy regarding equality and diversity in all areas of the institution, such as common recruitment guidelines and common leadership training.

- **Realisation at local level**

Leaders at all levels are responsible for following applicable guidelines to support equality and diversity work at Inland Norway University of Applied Sciences. Leaders must prioritise between many tasks. If equality and diversity work is to be given priority, routines must be facilitated that ensure this.

¹ Chapter 4 of the Act relating to equality and a prohibition against discrimination



2. About the plan

The action plan has primarily been prepared for Inland Norway University of Applied Sciences as an employer, and the main target group consists of managers and other employees. However, the main objectives of ensuring equality, preventing discrimination, and zero tolerance regarding bullying and harassment apply to all activities carried out at the University.

The University sees it as part of its social responsibility to have an organisational culture, a working environment and a learning environment that reflect the society it is a part of, and educate candidates who will meet diversity in working life and society with equality.

From gender equality to diversity

Equality and diversity are part of the University's core values. We want to base our further work on the *broadened term of equality*² that also includes diversity. Equality has traditionally focused on gender equality in order to ensure men and women equal rights, responsibilities and opportunities regarding education, work, professional and personal development. This is work and a focus that the University will continue with in the years to come. However, gender is only one of several inequality dimensions in society. Therefore, the plan's measures are aimed at the grounds of discrimination that are gender, ethnicity and disability. This is about taking seriously the fact that prejudices and barriers can be complex, and thus also developing measures that take this complexity into account.

Duration and areas

The equality and diversity work is based on the sector objectives set by the Ministry of Education and Research. The action plan will be revised in connection with Inland Norway University of Applied Sciences' strategy work for the period starting in 2021, which will be implemented during 2020.

The measures section of the action plan is organised according to three areas. This will ensure an equality and diversity policy that is integrated into the University's structures and processes.

Organisation and management

Main goal: Equality and diversity shall be an integral part of the University's culture, structure, governance and management

Research, academic and artistic development and education

Main goal: Equality and diversity shall be an integral part of the University's research, academic and artistic development and educational activities.

² *Broadening the focus from gender to diversity corresponds with the Committee for Gender Balance and Diversity in Research (KIF) broadening its mandate from the Ministry of Education and Research in 2014 to include ethnic diversity in addition to gender*



Recruitment and development

Main goal: Inland Norway University of Applied Sciences' recruitment, competence and career development processes shall, based on a focus on strategic competence management, contribute to increasing equality and diversity at all levels of the organisation

3. Status

The general description of status and planned measures within the grounds of gender, ethnicity and disability, based on available data as of 2018 (see appendix) is as follows:

Gender: Good gender balance is a goal for the University in teaching and research positions (UFF) and in technical administrative positions (TA).

Overall, the University has a relatively good gender balance with 56% women and 44% men for the organisation as a whole. In senior management positions (rectorate, deans and department directors), the gender distribution is 64% women and 37% men. There is considerable variation between the faculties regarding UFF positions, and among TA staff there is also great variation between technical positions (a majority of men) and case officer positions (large majority of women). Of the total number of man-years, the proportion of women is 57%. No major systematic differences in average pay have been found between men and women.

Ethnicity: The University wants to reflect the population nationally and regionally and the ethnic diversity that characterises it. The duty to report related to ethnicity is followed by the employer's duty to issue a statement (cf. The Equality and Anti-Discrimination Act) with regard to measures implemented by Inland Norway University of Applied Sciences.

Functional capacity: The University offers physical, organisational and working environment facilitation for employees with disabilities. The duty to report relating to disability is followed by the employer's duty to issue a statement (cf. The Equality and Anti-Discrimination Act) with regard to measures implemented by Inland Norway University of Applied Sciences.



4. Main goals, sub-goals and measures (2020-2022)

The table below shows the main goals, sub-goals, measures, with responsibilities and deadlines related to the three areas 1) organisation and management, 2) research and education, and 3) recruitment and development.

The action plan's objectives and measures must be reflected at the administrative, faculty and department level, in their strategy documents and annual plans with annual reports. This means that equality and diversity are topics in different areas such as leadership training, personnel policy, recruitment and appointments, finances and other areas that are affected.

Goal attainment and follow-up of measures must be reported in the annual equality report, which is an appendix to the University's annual report.

Organisation and management

Main goal: Equality and diversity shall be an integral part of INN University's culture, structure, governance and management

Sub-goal	Measure	Responsibility	Deadline	Comments
1. Equality and diversity are part of the core values at Inland Norway University of Applied Sciences	Strategic establishment of equality and diversity work in key arenas and programmes at all levels of the organisation	Rector Management Group HR – Director HR Central	Included in the work on new strategy 2020 - 22	Included in the plan in connection with the strategy work for 2020-2022. Seen in connection with the action plan associated with Charter and Code (certified January 2020)
2. Ensure continuity and systematic work on equality and diversity	Resources are set aside to promote equality and diversity through the measures outlined in the action plan	Rector HR - Director HR - Central Economy-Director Deans Vice Deans Administrative managers at faculties	Seen in connection with the preparation of the new strategy and long-term budget	
3. In order to ensure targeted measures, an annually updated overview of the status is prepared with regard to gender and knowledge status	Prepare a platform of knowledge regarding status of gender, ethnicity and functional capacity, and status of	Rector HR - Director HR - Central	Ongoing	Well established statistics based on the traditional gender dimension. There are no statistics for other gender expressions (LGBTQI), ethnicity and



regarding ethnicity and functional capacity.	measures/services implemented to ensure equality and increase diversity			disability. For these areas, there are measures that must be measured/assessed in connection with annual reporting
4. Equality and diversity work must be merited and highlighted	Attention to employees and or students at departments or faculties	Rector HR - Director HR - Central	Annually	Criteria for the type of attention must be developed and should aim to motivate people regarding further work for all units at the University
5. Acquire rainbow flags for the campuses.	The University purchases large rainbow flags that can be hoisted on important days such as PRIDE, the International Day Against Homophobia and Trans Awareness Week	Rector Director DIGIN	During 2020	
6. Ensure diversity competence at all managerial levels in order to contribute to practical governance and management	Strategic diversity management competence modules	Rector HR Director HR Central	Spring 2020	Seen in connection with point 2 and Charter & Code
7. A deliberate recruitment practice regarding equality and diversity	Common guidelines for appointment assessments	Rector HR - Director HR - Central Deans Heads of Department	Ongoing	



8. Work actively to prevent bullying and sexual harassment	Awareness among managers and employees through the following measures: - On websites, in connection with revising whistleblowing routines - In follow-up meetings in the ARK process - Topics in meetings with new employees - In various training measures	Rector HR Director HR Central	Ongoing	
9. Identify barriers in recruitment practices for	Map recruitment practices	Rector HR Director	Autumn 2020	Project



persons with different gender identities and gender expressions, ethnicities and disabilities.		HR- Central Management Group		
10. Ensure an inclusive language practice in the work on announcement texts for all positions	Develop a common language practice in connection with announcement texts to ensure a good recruitment practice	HR Director	Spring 2020	HR-employee training

Research and education

Main goal: Equality and diversity shall be an integral part of research and education

Goal	Measure	Responsibility	Deadline	Comments
1. Teaching and dissemination materials shall be universally designed	Universal design in teaching is to be further developed and offered Universal design of dissemination materials such as PP templates, report templates etc to be further developed	Pro-Rector Education Department of Education Section for Communication and Public Relations University Library Deans Heads of Department Heads of Section	Completion by 2021	
2. Increase the gender balance in senior academic positions – professorships and docent professor positions.	Mentoring schemes to be offered at the faculties	Rector Pro-Rectors HR Director Finance - Director Deans Vice Deans	Ongoing	See this area in connection with the organisation and management



3.Promote gender and diversity perspectives in research	The research groups include equality and diversity in organisation and topics regarding applications for research projects	Rector Pro-Rector Research Deans Vice Deans Research EFA Managers	Ongoing	External funding through applications/projects may include recruitment of employees with other ethnic backgrounds or disabilities
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Recruitment and development

Main goal: Recruitment, competence and career development processes shall, based on a focus on strategic competence management, contribute to increasing equality and diversity at all levels of INN University

Sub-goal	Measure	Responsibility	Deadline	Comments
1. Stimulate a 5 percent increase in women in senior academic positions each year <i>Indicators:</i> 40 % women in academic senior positions by the end of 2022 62 % with doctoral qualifications by 2022 (women and men)	Develop and establish internal promotion projects for women (and men) in order to qualify for senior academic positions Mentorship scheme for women on promotional paths Positive special treatment during appointments	Rector HR Director HR Central Appointment s Committee	Ongoing	Cf. INN University's central guideline for recruitment cf. Area 1- sub-goal 6. Cf. Charter & Code
2. Increase the percentage of employees with other ethnic backgrounds in research and teaching positions	Develop measures based on the mapping carried out in 2020 cf. Area 1- sub-goal 1 and 9.	Rector HR Director HR Central Appointment s Committee	Ongoing	Cf. INN University's central guideline for recruitment cf. Area 1- sub-goal 1 and 9.
3. Stimulate so that employees with disabilities and or gaps in their CVs are recruited	Develop measures based on the mapping carried out in 2020 cf. Area 1- sub-goal 1 and 9.	Rector HR Director HR Central Appointmen ts Committee	Ongoing	Cf. INN University's central guideline for recruitment cf. Area 1- sub-goal 1 and 9..