

# Action Plan for Equality, Inclusion and Diversity at Western Norway University of Applied Sciences (HVL) 2020–2023

Western Norway University of Applied Sciences' (HVL) strategy plan for 2020–2023 states “We will establish a learning and working environment where everyone feels respected and equal (...) Equality, inclusion and diversity, and occupational health work, are vital for the development of the organisation”. The strategy plan also states that the University’s ambition and profile must be sustainable: “Given our wide range of subjects, all 17 of the UN’s Sustainable Development Goals are relevant for us. HVL will be a driving force for sustainable development”.

*The overall aim of this action plan for equality, inclusion and diversity (EI&D) is to promote equality and prevent discrimination among staff and students. Everyone should be respected, regardless of gender, ethnicity, national identity, language, religion or belief, disability, sexual orientation, gender identity or age.*

This action plan will aid HVL in reaching the goals of its strategy plan, meeting the requirements of § 1 of the Act relating to equality and a prohibition against discrimination (Equality and Anti-Discrimination Act, the Working Environment Act and University and the Colleges Act). It will also aid in allowing HVL to go forward as an institution which embraces key human rights values and the UN’s Sustainable Development Goals, and in particular #4) good education, #5) gender equality, #10) reduce inequality, and #16) peace, justice and a well functioning institution.

HVL has established a Committee for Gender Equality, Inclusion and Diversity (CEI&D). The purpose of the Committee is to promote real equality, diversity and inclusion in the organization and to ensure that there is no discrimination against students and staff based on gender, ethnicity, national origin, color, language, religion nor philosophical opinions, political views, organizational affiliation, sexual orientation, functional ability, age and other conditions. It provides internal expertise, assists the management and monitors the implementation of measures related to equality, inclusion and diversity. It is composed by seven members, four members from each Faculty at HVL, one member from the administration and two members from the student council and appointed by the Rector.

To highlight the inspiring efforts already being made, and to encourage efforts to achieve the goals of this action plan, the Dean gives out an annual prize to departments, environments, groups or people who have made a special contribution: “The EI&D Prize”. The Dean hands out this prize after nominations from staff and students. The CEI&D ranks these nominees, and it is up to the Dean to choose a winner and award the prize.

This plan is set up as a table with goals, measures needed to meet those goals, and the people responsible for seeing them through<sup>1</sup>. Part 1 addresses equality, which is traditionally understood as gender equality. Part 2 addresses inclusion and part 3, diversity. There are common themes that run through the different forms of discrimination, but there are still many factors that make it practical to distinguish between gender equality, diversity and inclusion as separate areas of focus. There are different factors different areas, and thus different measures are needed to have an impact. It is also

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<sup>1</sup> Please note that responsibility is given to the most senior organisational unit in a department. The leader of that unit is free to decide how responsibility for implementing measures and following up is delegated.

important to note that it is only with regards to gender equality that one can actually quantify the effect of these measures. This action plan does not contain statistics and overviews, but it has been decided that gender balance statistics will be collected, and HR will publish them each year in November. When a department has been deemed responsible for a measure in the action plan, the most senior person in that department has been named, so that they can delegate the operational tasks throughout that department.

Different types of resources are mobilised to implement the measures contained in the plan: earmarked working time by the CEI&D members to fulfil their mandates and other staff to implement the measures within the administration but also throughout the faculties, the EI&D prize, costs covering training and specific events to promote gender equality, diversity and inclusion at HVL for staff and students, scholarships, wage policy implementation, internal communication and awareness campaigns, etc.

A yearly reporting is done and published internally based on indicators and gender/sex disaggregated data on personnel, for instance: gender balance in top management positions, for each of the job profiles, gender balance in middle management positions, for each of the job profiles, gender balance in research and teaching positions, for each of the faculties and departments within the faculties.

This plan will be rolled out parallel to HVL's strategy plan every four years. The CEI&D regularly meets (at least two times in the semester) to review the implementation of the action plan based on available information and data and evaluate based and suggest revisions to the plan, goals and measures when deemed appropriate or necessary.

HVL's RECTOR SIGNATURE AND DATE

BERGEN, FEBRUARY 2, 2022

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1) EQUALITY				
The goal is		To reach this goal, HVL will		Responsible
Recruitment				
Staff	<ul style="list-style-type: none"> <li>employ staff so that there is an even gender balance across all subject areas, defined as a distribution of 60/40</li> <li>employ administrative staff so that there is a gender balance</li> </ul>	<ul style="list-style-type: none"> <li>incorporate an assessment of gender equality in the recruitment processes in the management handbook</li> <li>shape job advertisements in such a way that the text speaks to the underrepresented gender as much as possible</li> <li>ensure that the representatives reviewing these advertisements are from or are familiar with the part of the organisation where the position is based</li> <li>use "search and find committees" to find applications from the underrepresented gender</li> <li>create special positions when only one gender is set for a position</li> <li>publish annual statistics of the gender balance across the whole of HVL (DBH data)</li> </ul>	Dean  HR department/faculty administration departments  HR department	
Students	<ul style="list-style-type: none"> <li>recruit and retain more female/male students in male-dominated/female-dominated fields of study</li> </ul>	<ul style="list-style-type: none"> <li>actively use female/male students as role models to inspire and motivate students to choose fields of study where their own gender is underrepresented</li> <li>gather and analyse gender distribution documentation in various study programmes to implement targeted measures where they are needed the most</li> <li>further develop the national project to get men and people with immigrant backgrounds to choose teacher training<sup>2</sup> for more subjects and professions.</li> </ul>	Department of Education Services/  Communication and PR Department/Vicerektor for Education  Department of Education Services	

<sup>2</sup> <https://www.hvl.no/samarbeid/samarbeid-lararutdanning-og-kreative-fag/menn-i-glu/>

		<ul style="list-style-type: none"> <li>raise the question in the sector nationally if it is expedient to apply to the Ministry of Education and Research to introduce gender points to several areas of study that have a skewed gender distribution, cf. the Admissions Regulations</li> </ul>	
<b>Career</b>			
Staff	<ul style="list-style-type: none"> <li>increase the proportion of skilled women/men in the areas where they are underrepresented, with the long term goal of a 40/60 distribution</li> <li>ensure good access to competence promotions for the underrepresented group</li> <li>give all staff equal access to career development</li> </ul>	<ul style="list-style-type: none"> <li>use earmarked qualification scholarships for associate professors/associate lecturers for the underrepresented gender in departments/subjects</li> <li>offer mentoring schemes/guidance to support promotions to professor/reader</li> <li>develop career plans for staff in both academic and administrative positions</li> <li>facilitate networking that encourages career development</li> <li>yearly gender balance statistics across the whole of HVL will be published by the HR department in November (DBH data)</li> </ul>	<p>Dean</p> <p>Vice-Dean for Research</p> <p>Vice-Dean for Research</p> <p>Dean and Organisational Director</p>
Students	<ul style="list-style-type: none"> <li>encourage students from the underrepresented gender to stay in education</li> </ul>	<ul style="list-style-type: none"> <li>establish a body for career guidance</li> <li>establish a network for students who belong to the underrepresented gender (including alumni)</li> <li>stimulate gender balance on boards and committees within student democratic circles</li> </ul>	<p>Vice-Dean for Education</p> <p>Student Council</p>

Research and Education			
Staff	<ul style="list-style-type: none"> <li>strengthen the gender perspective in research and artistic development work and education</li> <li>promote the underrepresented gender of a field of study</li> <li>increase the frequency of publications from the underrepresented gender in various fields of study</li> </ul>	<ul style="list-style-type: none"> <li>incorporate the EI&amp;D perspective into all strategic plans/documents for research</li> <li>make staff members of the underrepresented gender of their department more visible in the media</li> <li>aim for a gender balance (speakers, panels, not participants) at bigger conferences organised by HVL</li> <li>provide media training courses</li> <li>map out which genders are cited in research articles</li> <li>incorporate the EI&amp;D perspective in the strategy for communicating research</li> </ul>	Dean Organisational Director  The organiser Communication and PR Department Vice-Dean for Research
Students	<ul style="list-style-type: none"> <li>encourage more students with caring responsibilities to choose Masters/PhD degrees</li> </ul>	<ul style="list-style-type: none"> <li>allow for flexible study/research arrangements</li> <li>emphasize gender equality as value orientation in education</li> <li>make arrangements to help full-time international students secure accommodation and childcare while they are studying at HVL</li> <li>establish if there is a need for a specific gender perspective and measures in individual study programmes</li> <li>ensure that students interact with academic staff of both genders during their studies</li> </ul>	Vice-Dean for Education Vice-Dean for Research
Leadership			
Staff	<ul style="list-style-type: none"> <li>have a gender balance in leadership groups</li> <li>update the platform of knowledge to include EI&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>use targeted recruitment</li> <li>provide EI&amp;D training for staff in leadership roles</li> <li>provide staff in leadership roles with diversity management training</li> </ul>	Appointment authority/HR recruitment  Organisational development and digitalisation (OUD)

Students	<ul style="list-style-type: none"> <li>the diversity of the student democracy mirrors the diversity of the entire student body</li> <li>implement training in equality, inclusion and diversity</li> </ul>	<ul style="list-style-type: none"> <li>prepare guidelines for protecting EI&amp;D in student democracy</li> <li>provide EI&amp;D courses, information events and training</li> </ul>	Student Council
<b>Wages</b>			
Staff	<ul style="list-style-type: none"> <li>Equal pay for equal work. Women and men will have the same salary assessments.</li> </ul>	<ul style="list-style-type: none"> <li>identify wage gaps</li> <li>provide and analyse documentation on the distribution of gender across all job categories and groups</li> </ul>	Organisational Director
<b>2) INCLUSION</b>			
The goal is		To reach this goal, HVL will	Responsible
<b>Buildings and environment</b>			
Staff	<ul style="list-style-type: none"> <li>have universal design in all physical spaces</li> <li>have universal design in all digital spaces</li> <li>employ more trainees and employees with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>identify suitable special rooms in all buildings</li> <li>meet the requirements for physical design</li> <li>meet the requirements for digital design on all platforms</li> <li>improve the understanding of universal design of anyone who designs digital environments</li> <li>recruit more employees with disabilities</li> <li>be proactive and solution-orientated when workplaces need to be adapted<sup>3</sup></li> </ul>	<p>Director of Finance and Facilities Management</p> <p>Vice-Dean for Education</p>
Students	<ul style="list-style-type: none"> <li>have universal design in all areas</li> <li>have universal design in all digital spaces</li> </ul>	<ul style="list-style-type: none"> <li>assess the need for the provision of breastfeeding rooms, changing rooms for practice and training, and similar</li> <li>improve measures and examine the possibilities for facilitating teaching and learning activity</li> </ul>	Director of Finance and Facilities Management

<sup>3</sup> cf Regulations concerning the design and layout of workplaces and work premises

		<ul style="list-style-type: none"> <li>improve the digital arenas and teaching tools we use</li> </ul>	
<b>Information</b>			
Staff	<ul style="list-style-type: none"> <li>give out good information</li> </ul>	<ul style="list-style-type: none"> <li>develop signage with universal design, effective symbol use and clear and inclusive language</li> <li>use digital information channels in an effective and efficient manner</li> <li>further develop and publish occupational health regulations</li> </ul>	<p>Director of Finance and Facilities Management</p> <p>Communication and PR Department</p> <p>Organisational Director</p>
Students	<ul style="list-style-type: none"> <li>give out good information</li> </ul>	<ul style="list-style-type: none"> <li>develop signage with universal design, effective symbol use and clear and inclusive language</li> <li>use digital mediums in an effective and effective manner</li> <li>further develop and publish notification procedures</li> </ul>	<p>Director of Finance and Facilities Management</p> <p>Communication and PR Department</p> <p>Organisational Director</p>
<b>Building knowledge</b>			
Staff	<ul style="list-style-type: none"> <li>provide skills development for employees who have been recruited from abroad</li> <li>build up staff's intercultural understanding</li> </ul>	<ul style="list-style-type: none"> <li>provide high quality Norwegian language and culture training (academic and administration)</li> <li>employ more staff who have international research agreements/exchange programmes</li> </ul>	<p>Organisational Director</p> <p>Dean</p>
Students	<ul style="list-style-type: none"> <li>build up students' intercultural understanding</li> </ul>	<ul style="list-style-type: none"> <li>arrange activities which highlight inclusion</li> <li>encourage students to study abroad</li> <li>strengthen internationalisation at home</li> </ul>	<p>Student Council</p> <p>The academic community, Research, Internationalisation and Innovation Department (AFII) and the academic community</p>

3) DIVERSITY			
The goal is		To reach this goal, HVL will	Responsible
<b>Information, Participation and Marking Events</b>			
Staff	<ul style="list-style-type: none"> <li>• build knowledge of diversity on an individual and an organisational level</li> </ul>	<ul style="list-style-type: none"> <li>• provide training for managers and staff, including diversity management and knowledge about gender and sexuality diversity: "Pink Competency" adapted to the workplace and school</li> <li>• make strategy plans and action plans available in English</li> <li>• mark Pride festivals (a celebration of sexuality diversity) in all regions/campuses</li> <li>• mark International Women's Day (8th March) in all regions/campuses</li> <li>• collaborate with agents like the Directorate of Integration and Diversity and the Norwegian Labour and Welfare Administration to recruit refugees with academic backgrounds</li> </ul>	Organisational development and digitalisation (OUD)/ Organisational Director  Vice-Dean for Cooperation
Students	<ul style="list-style-type: none"> <li>• build knowledge of diversity on an individual and an organisational level</li> </ul>	<ul style="list-style-type: none"> <li>• ensure that the Student Council and other student organisations are offered training in diversity management and help to find competence schemes that are already in use</li> <li>• make strategy plans and action plans available in English</li> <li>• mark Pride festivals in all regions/campuses</li> </ul>	Vice-Dean for Education  Student Council



		<ul style="list-style-type: none"> <li>mark International Women's Day (8th March) in all regions/campuses</li> </ul>	
<b>Recruiting and retaining staff</b>			
Staff	<ul style="list-style-type: none"> <li>Employ more staff with minority backgrounds</li> <li>develop and maintain diversity</li> <li>support "Scholars at Risk"</li> <li>include all employees in work and academic environments</li> <li>Equal pay</li> </ul>	<ul style="list-style-type: none"> <li>integrate EI&amp;D into the recruitment processes in the guidebook</li> <li>have an active approach to inclusion and recruit staff members from minority backgrounds, with disabilities and holes in their CVs</li> <li>give new staff members time to learn the Norwegian language and culture when they are employed</li> <li>host researchers who are supported by "Scholars at Risk"</li> <li>speak Norwegian as much as possible with employees from abroad in the close working environment (language immersion – the highest possible exposure to the language)</li> <li>there will be equal pay for equal work at HVL</li> </ul>	<p>Appointment authority/ HR recruitment</p> <p>Staff in leadership positions with personnel responsibilities</p> <p>Staff in leadership positions and colleagues</p> <p>Staff in leadership positions and HR</p>
Students	<ul style="list-style-type: none"> <li>encourage more people with minority backgrounds into our courses of study</li> <li>develop and maintain diversity</li> <li>support "Students at Risk"</li> </ul>	<ul style="list-style-type: none"> <li>actively recruit at high schools and in areas where we can reach school students with minority language backgrounds</li> <li>arrange information meetings for career counsellors in high schools each year</li> <li>provide support schemes for students who have weaker Norwegian skills than they need to succeed as a student</li> </ul>	<p>Department of Education Services</p> <p>Communication and PR Department</p> <p>Vice-Dean for Education</p> <p>Subject leaders</p>

		<ul style="list-style-type: none"> <li>work for diverse groups in professional collaboration</li> <li>have a point of contact (an employee) per faculty who students with specific needs (for example minorities) can contact</li> <li>host students supported by "Students at Risk"</li> </ul>	Dean
<b>Life stage policy</b>			
Staff	<ul style="list-style-type: none"> <li>look after all ages in a working life</li> </ul>	<ul style="list-style-type: none"> <li>examine to what extent HVL has an active life stage policy and how this can be implemented</li> <li>facilitate the adaptation of temporary teaching requirements, depending on life situation</li> </ul>	Organisational Director
Students	<ul style="list-style-type: none"> <li>ensure equal education and training opportunities for students with caring responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>inform students of help available to those with caring responsibilities</li> <li>be solution-oriented in teaching and practical situations</li> </ul>	Department of Education Services  Vice-Dean for Education
<b>Diversity in an academic environment</b>			
Staff	<ul style="list-style-type: none"> <li>utilise the potential in diversity</li> <li>strengthen the gender perspective in research and artistic development work and education</li> </ul>	<ul style="list-style-type: none"> <li>work to strengthen and make visible the diversity perspective in education and research</li> <li>highlight diversity in the academic environment on days such as International Day, International Women's Day (8th March), International Men's Day (19th November), Pride festivals (which are a celebration of sexuality diversity), etc.</li> <li>increase the proportion of specialist literature which discuss diversity, and the syllabus should represent a</li> </ul>	Vice-Dean for Education  Syllabus responsibilities

		broad range of perspectives and backgrounds	
Students	<ul style="list-style-type: none"> <li>utilise the potential in diversity</li> </ul>	<ul style="list-style-type: none"> <li>increase the proportion of specialist literature which represents diversity</li> <li>highlight diversity in the academic environment on days such as International Day, International Women's Day (8th March), International Men's Day (19th November), Pride festivals (which are a celebration of sexuality diversity), etc.</li> </ul>	Vice-Dean for Education
<b>Integrity and dignity</b>			
Staff	<ul style="list-style-type: none"> <li>zero tolerance for discrimination</li> <li>zero tolerance for harassment and bullying at all levels</li> </ul>	<ul style="list-style-type: none"> <li>work to raise awareness of unconscious discrimination and gender biases, including dedicated training for staff in leadership positions of all levels</li> <li>raise understand of how to be respectful and inclusive of each other, especially of minorities and vulnerable people and minorities</li> <li>continue with preventative work against discrimination and harassment<sup>4</sup>, including sexual harassment</li> <li>log each occurrence of bullying and harassment, including sexual harassment, following internal guidelines available in the Employees Handbook (<a href="https://cp.compendia.no/hvl/hms-handbok/91819">https://cp.compendia.no/hvl/hms-handbok/91819</a>)</li> </ul>	<p>Staff in leadership positions of all levels</p> <p>Organisational Director</p>

<sup>4</sup> cf. guidelines for "routines for whistleblowing section (4.2)"

Students	<ul style="list-style-type: none"> <li>• zero tolerance for discrimination</li> <li>• zero tolerance for harassment and bullying at all levels</li> </ul>	<ul style="list-style-type: none"> <li>• work to raise awareness of unconscious discrimination</li> <li>• raise awareness of what diversity is and why diversity is a resource</li> <li>• preventative work against discrimination and harassment, including sexual harassment</li> <li>• log each occurrence of all bullying and harassment and how it is handled, including sexual harassment</li> </ul>	Vice-Dean for Education HVL Administration Student Ombudsman
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