



AAU Strategic Action Plan for Equality and Diversity 2017-2021

Foreword

The AAU Strategic Action Plan for Equality and Diversity is based on the AAU strategy Knowledge for the World and thus supports the university's values, objectives and other strategies.

The action plan is intended for all university staff members. The action plan cites the concept of mainstreaming which in this context includes both gender and diversity mainstreaming. In principle, mainstreaming means that we must always consider the consequences of a decision, an action or a proceeding in the organization for gender and/or diversity. Mainstreaming is to be understood as a method that focuses on integrating equality and diversity at all levels throughout the university and makes this integration a permanent part of the university's overall structure and work.

The action plan must be anchored in the management and in the governing bodies, including the consultation committees, the academic councils and the department councils. That also means that the action plan's recommendations allow for local solutions across the university given that there are widely different internal conditions at the university when it comes to e.g. the gender ratio.

Introduction

Over the years, AAU has focused on both gender and equality in various ways, but despite previous efforts in this area, it has proved difficult to create lasting change in the organisation. In 2016, it was decided to step up efforts and raise the level of ambition by setting up a new Committee for Equality and Diversity with direct reference to the AAU Executive Management which was tasked with preparing a specific strategic action plan for 2017-2021.

Equality and diversity are high priority and create value for both the organisation and society at large. We want AAU to be an attractive, inclusive, competitive and family-friendly workplace; thus, we value equality and diversity in a broad sense. At AAU, equality and diversity encompass gender, age, ethnicity, nationality, sexual orientation, religion, as well as physical and/or mental impairments, etc. ¹

AAU's ambition is to achieve equality and promote diversity as far as possible. Equality and diversity must therefore also be made an integral part of the university's overall organisation and functioning, and be included in all future strategies, processes and action plans.

This action plan includes five priority focus areas with a series of specific recommendations and proposals to ensure equality and diversity at AAU. The five focus areas will be rolled out over the 2018-2021 period.

Description of the process

Prior to drawing up the action plan, the Committee for Equality and Diversity, in conjunction with the Centre for Equality and Diversity at AAU, launched a long-term preliminary strategy that focused on broadly

¹ At Aalborg University, we put substantial focus on preventing and dealing with harassment, including sexual harassment. The Occupational Health and Safety Organisation handles this, but the Committee for Equality and Diversity closely follows the area.



facilitating knowledge gathering and experience exchange in the organisation, including involving of key collegial bodies and ensuring input from staff members and management. This resulted in the report "Ligestillings- og diversitetsindsatser på AAU – Perspektiver, tilgange og tendenser²" [Equality and diversity efforts at AAU: Perspectives, approaches and trends]. The report includes a number of specific proposals for possible equality and diversity initiatives and accompanying recommendations that may be included in the forthcoming strategy period at AAU.

The Committee for Equality and Diversity subsequently reviewed these proposals and recommendations, and we suggest the following five focus areas with accompanying recommendations and actions.

Recommendations for the strategic action plan

Focus area 1: Organisational development, capacity building, gender and diversity mainstreaming	
Recommendation	Action
<p>At AAU, equality and diversity are central values that must be embedded in all activities. Accordingly, we must ensure organisational focus and support to enable this. Equality and diversity must be anchored at all management levels, in all consultation committees and in all other councils and committees.</p> <p>In order to create lasting change, work in this area must be wide-ranging, generally recognised and made a permanent focus throughout the entire organisation. We will accomplish this through a systematised effort where equality and diversity are internalised, systematised and professionalised in all relevant processes via an administrative staff member (TAP) with the necessary and relevant expertise, including mainstreaming in the HR Department and at the faculty and department level.</p>	<p>*In future strategic action plans and any mid-term evaluations, faculties and departments must explicitly address equality and diversity, including the AAU Strategic Action Plan for Equality and Diversity.</p> <p>*In consultation committees and in the council and committee structure, equality and diversity must be integrated in the organisational annual cycle at least once a year.</p> <p>*Dialogue must take place in relevant forums at the university in order to ensure ownership of and commitment to the AAU Strategic Action Plan for Equality and Diversity.</p> <p>*The AAU Strategic Action Plan for Equality and Diversity should be a mandatory part of the introduction for all new staff members, including managers.</p> <p>*The AAU Strategic Action Plan for Equality and Diversity must be integrated in basic management courses and courses for union representation.</p> <p>*A communication plan must be prepared to ensure that all staff members at the university are familiar with and feel ownership for the AAU Strategic Action Plan for Equality and Diversity.</p> <p>*The existing website for the Committee for Equality and Diversity must be central to all future communication and information in the area and should contain comprehensive information,</p>

² By Stine Thidemann Faber, Anna Stegger Gemzøe and Helene Pristed Nielsen



	<p>including a video showing 'aha moments' and realisations from those who have worked with the subject.</p> <p>*The AAU Strategic Action Plan for Equality and Diversity must be embedded in all HR processes, including recruitment, assessment and appointment.</p> <p>*There should be continuing education training in equality and diversity for both academic staff (VIP) and technical and administrative staff (TAP) who deal with recruitment and appointment so that these staff members can help to ensure that the university's goals and action plans are complied with in this context.</p> <p>*In order to meet the goals of the strategy's initiatives, adequate HR resources must be ensured.</p>
<p>Focus area 2: Work-life balance</p>	
<p>Recommendation</p>	<p>Action</p>
<p>AAU must be a flexible, inclusive and family-friendly workplace where it is possible to combine career and family life.</p> <p>At AAU, we must improve the work-life balance for all staff members in all phases of life and thus help AAU to be a more attractive and inclusive workplace.</p>	<p>*AAU must be establish a joint parental leave fund</p> <p>*An inspiration catalogue on measures that have a positive impact on equality, diversity and work-life balance must be created for use by university councils and committees.</p> <p>Examples of such measures are:</p> <ul style="list-style-type: none"> • models for flexible return to work after parental leave (for both men and women), e.g. teaching-free semester or full teaching load • flexible models for a change of environment in the PhD programme, such as more, but shorter stays • various examples of types of employment including tenure track (assistant professor to associate professor) • alternative career opportunities/expanded job structure e.g. tied to teaching or knowledge collaboration <p>*an active profiling of AAU's ambition for work-life balance must be ensured, internally as well as externally, (e.g. using video in the recruitment process).</p>
<p>Focus area 3: Recruitment, employment and career development</p>	
<p>Recommendation</p>	<p>Action</p>



<p>At AAU equality and diversity must be integral to recruitment, employment and career planning.</p> <p>AAU strives to make its processes and procedures transparent so it is clear that AAU aims for full equality and diversity in hiring.</p>	<p>*Position announcements must be broad and international with inclusive language.</p> <p>*A broad applicant field must be ensured; this may be achieved by establishing systematic search committees for the purpose of “scouting.”</p> <p>*Clear and transparent criteria in assessment work must be ensured.</p> <p>*Criteria for assessment and appointment committees in relation to <i>gender mainstreaming</i> must be described and adhered to.</p> <p>*Active career guidance and planning for staff members should be part of being employed at AAU; tenure track and similar schemes must be considered.</p>
<p>Focus area 4: More women in management</p>	
<p>Recommendation</p>	<p>Action</p>
<p>At AAU, we strive to improve the gender balance and promote equal career opportunities for men and women at all levels.</p> <p>At AAU, we use open recruitment so that competition for positions takes place in a transparent manner and on a level playing field, indicating that we want to attract both genders.</p> <p>At AAU, we profile both our male and female managers and top researchers. We thus want to raise awareness of career opportunities for both genders.</p>	<p>*Development in the composition of AAU staff should be monitored through an annual, systematic follow-up at the university management, faculty and department level.</p> <p>*Local action plans must be prepared at both the faculty and department level in order to promote a better gender balance. These local action plans must include target numbers for women in management at the given time.</p> <p>*There must be clear and transparent descriptions of the individual job categories in order to avoid gender bias.</p> <p>*Career opportunities and transparency in the criteria for promotions must be clear.</p> <p>*Female role models should be encouraged to sign up as mentors for young researchers and aspiring managers.</p> <p>*There must be increased attention on recommending qualified female researchers for positions, awards and grants.</p>
<p>Focus area 5: Internationalisation of the workforce</p>	
<p>Recommendation</p>	<p>Action</p>
<p>At AAU, we must ensure internationalisation of staff if we are to be a competitive, attractive and</p>	<p>*Guidelines must be prepared for stays abroad and internationalisation principles and must include Bachelor’s and Master’s students, PhD students,</p>



<p>inclusive workplace for both Danish staff members and those from outside Denmark.</p> <p>AAU must be among the Danish universities with the largest international collaboration in terms of stays abroad and international mobility.</p>	<p>postdocs/assistant professors as well as senior academic staff.</p> <p>*When it comes to staff from outside Denmark, we need to make sure that there is no discrimination in relation to all AAU diversity parameters.</p> <p>*Requirements for stays abroad must be individually adapted with flexible models that take into account each staff member's stage in life, etc.</p>
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Action plan follow-up

The Committee for Equality and Diversity refers directly to AAU's Executive Management; one of the ways to ensure permanent change in the organisation in terms of equality and diversity includes ensuring adequate anchoring in management. In addition, the goal is that faculties as well as departments develop specific, local action plans and formulate specific measures with accompanying operation responsibility in order to ensure awareness and shared responsibility and that these values are translated into action.

This action plan is based on:

AAU's staff policy

Terms of reference for the Committee for Equality and Diversity

The report 'Ligestillings- og diversitetsindsatser på AAU. Perspektiver, tilgange og tendenser'³ [Equality and diversity efforts at AAU: Perspectives, approaches and trends].

³ Prepared by the Centre for Equality and Diversity, AAU, 2017