



UPPSALA
UNIVERSITET

Ref. UFV 2014/455

ACTION PLAN FOR EQUAL OPPORTUNITIES

Adopted by the Vice-Chancellor on 23 May 2017

Table of Contents

1. Introduction	3
1.1 General description of Action Plan	4
2. Responsibility	4
3. Organisation	4
3.1 Roles and assignments	4
Pan-university level	4
Disciplinary domain and administrative level and University Library	5
Department level	5
Division level	5
3.2 Support functions	6
Pan-university level	6
University Administration	6
Local level	7
3.3. Cooperation	7
4. Continuous equal opportunities work	7
4.1 Areas	7
4.2 Planning and implementation	8
5. General conditions	8
5.1 Measures	8
6. Active measures	9
6.1 Measures	10
7. Follow-up	12
Appendices	13
Appendix 1. Example list of measures	13
Appendix 2. Documentation of the work with active measures in accordance with the Discrimination Act	14

1. Introduction

All employees and students at Uppsala University, in accordance with the requirement for equal rights and opportunities for all, will treat each other with respect and support and encourage each other to develop their full potential. Equal opportunities is a matter of rights for the individual and a matter of quality for the organization, and Uppsala University will integrate an equal opportunities perspective in all aspects of its activities and operations.

This action plan stems from the Discrimination Act (SFS 2008:567), which covers seven grounds of discrimination – sex, transgender identity or expression¹, ethnicity, religion or other belief, disability², sexual orientation and age. This law requires continuous equal opportunities work with active measures for all grounds of discrimination. Active measures refer to preventative and promotive work for counteracting discrimination and otherwise promoting equal rights and opportunities regardless of grounds of discrimination.

The action plan is also based on the Equal Opportunities Programme at Uppsala University (UFV 2015/766), the Higher Education Act (SFS 1992:1434) and Ordinance (2001:526) Regarding the Responsibility of Governmental Authorities for Implementing the Disability Politics.

The Action Plan takes as its starting point the importance of critical thinking in academia, which also means questioning norms. Norms can be restrictive and must therefore be illuminated, discussed and criticised in research, teaching, and supporting activities, with the aim of respecting all people's equal value, rights and opportunities.

An important aspect of equal opportunities work at Uppsala University is the work for broader recruitment and broader participation, based on the requirement for everyone's equal rights and opportunities. The Action Plan therefore specifies measures in this area. For students, there is a special action plan for broader recruitment, established by the Student Affairs and Academic Registry Division (UFV 2013/168).

The Action Plan for Equal Opportunities also has points of contact with gender mainstreaming and recruitment goals for a more even gender distribution among professors. During the period 2016-2019, Uppsala University has been tasked by the government with drawing up a programme for its work on gender mainstreaming (UFV 2016/418). The requirement for gender mainstreaming involves supplementing and strengthening the continuous and ongoing work with equal opportunities, with a focus on one of the seven grounds of discrimination, namely gender. Regarding the recruitment target for professors, the government has set the target that 48 per cent of new professors at Uppsala University recruited during the 2017-2019 period must be

¹ Uppsala University prefers, like the Equality Ombudsman (DO), the term gender identity or gender expression over the normative concept of 'transgender identity.' These are used in the plan, except in the cases where the Discrimination Act is specifically referred to.

² Uppsala University prefers the more neutral and positive term 'functional diversity' over the term 'disability'. Therefore this term is used instead of 'disability', except in cases where the Discrimination Act is specifically referred to.

women. To reach this goal, Uppsala University works to ensure gender equality is within the equality range of 40-60 per cent in all disciplines and at all levels.

1.1 General description of Action Plan

The Action Plan describes the ongoing work for equal opportunities, and how this is to be followed up in all of the University's operations³ and premises. The Action Plan also specifies division of responsibilities for this work. The Action Plan is designed based on the tightening up of the Discrimination Act, which entered into force on 1 January 2017. Accordingly, the legal requirements for action plans have been deleted and replaced with requirements for annual follow-up and documentation of work on active measures for all grounds of discrimination. Uppsala University has decided to have a pan-university action plan for equal opportunities.

At the disciplinary domain, faculty and department level, the organisation can, in accordance with the Discrimination Act, choose whether or not to have an action plan. However, an action plan can support a structured approach to the active measures, documentation and follow-up required by the Discrimination Act. The action plan can be supplemented with lists of active measures required by the Act. These lists of measures can be formulated on all levels within the University and adapted to the relevant organisation.

2. Responsibility

The University Board and the Vice-Chancellor have ultimate responsibility for ensuring that continuous initiatives promoting equal opportunities and counteracting discrimination are implemented at Uppsala University. The chair of each disciplinary domain/faculty board, the heads of departments and every manager and team leader at the University have operative responsibility.

3. Organisation

Continuous equal opportunities work is organised through designated roles tasked with supporting the implementation of measures at different levels within the University.

3.1 Roles and assignments

Pan-university level

The Equal Opportunities Advisory Board is centrally located at the University (UFV 2012/1052). The Adviser to the Vice-Chancellor for equal opportunities leads the Advisory Board. The Advisory Board consists of members from the three disciplinary

³ Refers to faculties, departments/equivalent, University Administration, the University Library, the Campus Management Organisation and the University's museums.

domains, from the University's students, from each staff organisation that the University has principle agreements with, from University Administration and from the University Library. The Advisory Board is tasked with advising the Vice-Chancellor in University-wide strategic work with equal opportunities. The Human Resources Division assists the Advisory Board's work with administrative support.

Disciplinary domain and administrative level and University Library

A working group for equal opportunities must be in place within each disciplinary domain and within University Administration and the University Library. These working groups are tasked with supporting the disciplinary domain/faculty board or administrative/library management in the implementation of continuous equal opportunities work. This support includes drafting proposals for equal opportunities action plans, preparing proposals for active measures in equal opportunities work and participating in the documentation and follow-up of equal opportunities work.

If a working group for equal opportunities is not in place at the disciplinary domain level, each faculty within the disciplinary domain must have a working group. The chair of each working group should have working hours allocated for the assignment.

Department level

An equal opportunities officer must be in place on each department/equivalent with more than 20 employees. The task of the officer is to support the head of department and department board in the implementation of continuous equal opportunities work. The officer is also the contact person for the University's support functions at the central level in the area of equal opportunities. The officer should have working hours allocated for the assignment.

It is suggested that an *equal opportunities working group* be appointed at each department/equivalent with more than 20 employees. The task of the working group is to support the equal opportunities officer in the implementation of ongoing equal opportunities work by drafting proposals for equal opportunities action plans, preparing proposals for active measures in equal opportunities work and participating in the documentation and follow-up of equal opportunities work. The equal opportunities group must have both student and employee representatives. If the department/equivalent chooses to not appoint a working group or has less than 20 employees, the department board/equivalent can instead serve as the equal opportunities group.

Division level

An equal opportunities officer must be in place on each division of University Administration with more than 20 employees. The task of the officer is to support management in the implementation of continuous equal opportunities work and represent her or his workplace in University Administration's equal opportunities working group. The officer is also the contact person for the University's support functions at the central level in the area of equal opportunities. The officer should have working hours allocated for the assignment.

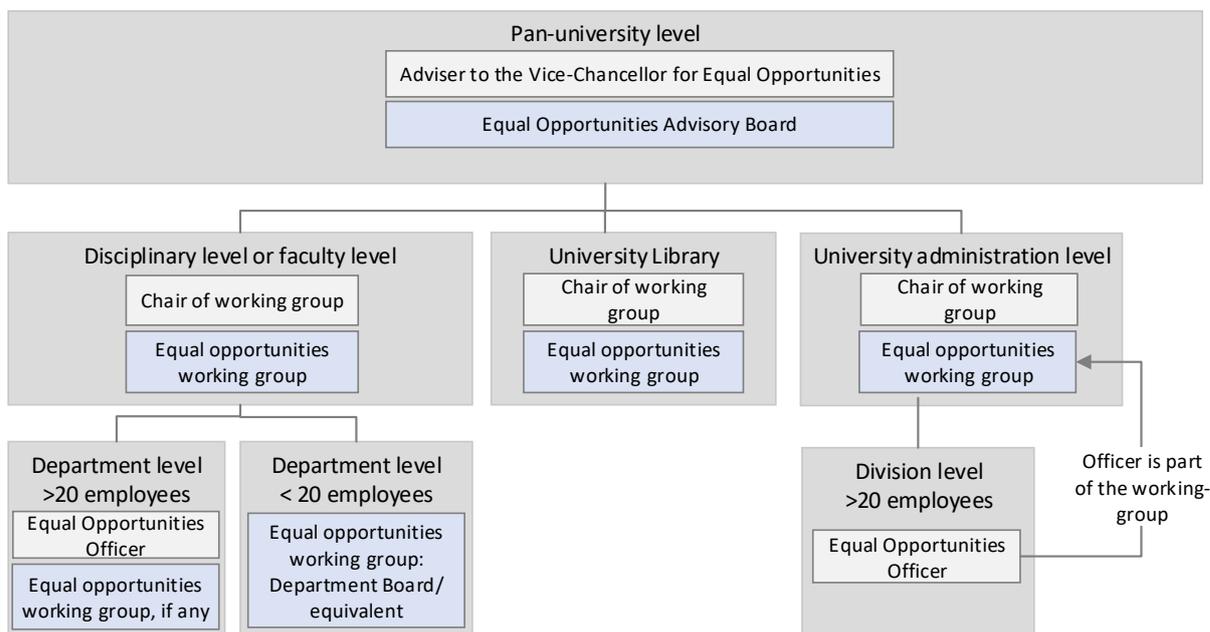


Image 1: Organisational structure for continuous equal opportunities work at Uppsala University

3.2 Support functions

The following functions are tasked with supporting the organisation's equal opportunities work. Updated contact information concerning equal opportunities shall be available on the University's website.

Pan-university level

The Equal Opportunities Advisory Board is tasked with advising the Vice-Chancellor in pan-university strategic work with equal opportunities.

University Administration

Equal opportunities specialists in the Human Resources Division are tasked with supporting managers, employees and students, as well as the University's advisory boards, committees, working groups and officers.

The equal opportunities coordinator at the Student Affairs and Academic Registry is a supportive complement to the Human Resources Division's equal opportunities specialists in issues regarding students and education.

*Coordinators for students with disabilities*⁴ at the Student Affairs and Academic Registry support students and departments.

Besides the above support functions, some divisions have a particular responsibility for equal opportunities regarding accessibility. *The Building Division* has responsibility for

⁴ Refers to job title of Student Affairs and Academic Registry's disability coordinator.

accessibility that concerns the physical environment. *The Communications Division* has responsibility for accessibility in issues of information and communication and the *IT Division* for accessibility that concerns IT.

Local level

The local HR function on each department/equivalent is tasked with supporting the work with equal opportunities by providing support to managers, working groups and officers in the area of equal opportunities.

Each department/equivalent shall have a *contact person for students with functional diversities*.

3.3. Cooperation

The work with active measures shall be done in cooperation between University employees and students as well as with the employer organisations. Equal opportunities officers, groups and committees will be given the opportunity to regularly cooperate over disciplinary domain, faculty and department lines. The Equal Opportunities Advisory Board, in cooperation with the Human Resources Division, is responsible for creating touchpoints and for ensuring that such cooperation can take place.

4. Continuous equal opportunities work

In order to achieve the targets set by the University in the Equal Opportunities Programme, and to, in accordance with the Discrimination Act, carry out preventive and promotive efforts to counteract discrimination and otherwise promote equal rights and opportunities for employees and students, continuous equal opportunities work is conducted in each disciplinary domain, including the faculties, departments/divisions, research centres, etc. belonging to the respective disciplinary domains, as well as University Administration, the University Library, the Campus Management Organisation and University museums.

4.1 Areas

The continuous equal opportunities work must, under the Discrimination Act, comprise:

- working conditions
- rules and practices regarding wages and other terms and conditions of employment
- recruitment and promotions
- training and other skills enhancement
- possibilities to combine work with parenthood

- admission and recruitment procedures
- teaching forms and organisation of education
- examinations and assessments of the students' performance
- study environments
- possibilities to combine studies with parenthood

4.2 Planning and implementation

All managers in each disciplinary domain, faculty, department/equivalent, University Administration, University Library, Campus Management Organisation and the University's museums must, under the Discrimination Act, continuously:

- investigate to determine if there are risks of discrimination, harassment, sexual harassment or reprisals, or if there are other obstacles to individuals' equal rights and opportunities in the organisation
- analyse reasons for detected risks and obstacles
- take the preventive and promotive measures that may reasonably be required, and
- follow up and evaluate the work.

5. General conditions

Efforts are needed in several areas and at all levels of the organization to create the conditions for implementing equal opportunities initiatives.

5.1 Measures

1. Supporting skills, infrastructure and resources for continuous equal opportunities work should be available both centrally and locally.

Responsible: University director (Human Resources Division) and managers on all levels in the University

2. University Administration will provide statistics as support for equal opportunities work.

Responsible: University Director (Human Resources Division and Planning Division)

3. Procedures and guidelines for preventing harassment, sexual harassment and reprisals should be in place and continuously monitored and evaluated.

Responsible: University Director (Human Resources Division)

4. All managers must be continuously trained in the Discrimination Act's requirements for continuous equal opportunities work and how this can be organised and conducted.

Responsible: University Director (Human Resources Division)

5. Members of the faculties' recruiting groups shall be continuously trained in how the equal opportunities perspective is integrated into the recruitment process.

Responsible: Vice-rector, dean, chairs of recruitment groups

6. Teachers and other staff who are in contact with students must be continuously trained in how to integrate the equal opportunities perspective in their planning and teaching and in the organisation of programmes and courses.

Responsible: Heads of departments, heads of first-cycle education

7. A salary survey and outcome analysis must be completed annually and the work with the salary survey documented in writing. Unwarranted differences in pay based on gender and gender norms must be remedied.

Responsible: University Director (Human Resources Division)

6. Active measures

Under the Discrimination Act, continuous work with active measures for all grounds of discrimination must be conducted at all levels in the University. This means that equal opportunities work must consist mainly of continuous efforts in daily operations.

To facilitate a structured approach with active measures, lists of measures can be formulated at all levels of the University, i.e. at the disciplinary domain and faculty level, department level, as well as University Administration, University Library, Campus Management Organisation and University museums. See Appendix 1 for an example of how a list of measures might be designed.

The active measures described below are based on the Discrimination Act, Equal Opportunities Programme at Uppsala University, the Higher Education Act, Ordinance (2001:526) Regarding the Responsibility of Governmental Authorities for Implementing the Disability Politics, and the Gender Mainstreaming Plan 2017-2019. The measures are generally formulated and must be included in the continuous equal opportunities work at all levels within the University. How the measures have been actualised is described in the annual follow-up and documentation.

6.1 Measures

1. The equal opportunities perspective is integrated in all decision making and at all levels within the University.

Responsible: Managers on all levels in the University

2. All employees and students are informed of the meaning of the concepts of discrimination, harassment and sexual harassment; how matters related to this are handled at Uppsala University; and where information about this is available.

Responsible: Managers on all levels in the University

3. The equal opportunities perspective is integrated throughout the recruitment process for employment and positions of trust.

Responsible: Managers on all levels in the University and the chairs of the faculty's recruitment groups

4. The equal opportunities perspective is integrated in the local plan for skills provision, such as career planning and skills enhancement planning.

Responsible: Managers on all levels in the University

5. The equal opportunities perspective is integrated in the University's production of text and images, including marketing of the University and its programmes and courses.

Responsible: University director (Communications Division) and managers on all levels in the University

6. University premises, activities and information are regularly reviewed concerning accessibility for people of all abilities and remedied as

needed.

Responsible: University director (Building Division) and managers on all levels in the University

7. Promotions and wages are based on objective grounds, so that no irrelevant factors associated with any of the seven grounds of discrimination affect the setting or development of wages.

Responsible: Managers on all levels in the University

8. The equal opportunities perspective is integrated in the work to reduce the number of sick leaves, with a view to preventing and addressing sick leave related to the work environment and grounds of discrimination.

Responsible: Managers on all levels in the University

9. Issues concerning the working environment and equal opportunities are identified in development dialogues.

Responsible: Managers on all levels in the University

10. Studies, research and other work at the University is organised so that it is possible to combine this with parenting.

Responsible: Managers on all levels in the University as well as heads of research, study counsellors, directors of studies.

11. An even gender distribution at the workplace and in leading positions should be strived for.

Responsible: Managers on all levels in the University.

12. Teaching forms, teaching materials and the organisation of programmes and courses are designed to increase student completion and reduce non-completion related to grounds of discrimination, and to raise teaching quality.

Responsible: Heads of department, directors of studies, course directors, examiners.

13. Individual adaptation and accessibility measures are taken concerning teaching forms, examination and infrastructure.

Responsible: University director (Student Affairs and Academic Registry), heads of department, directors of studies, examiners.

7. Follow-up

The Action Plan for Equal Opportunities is followed up every other year in conjunction with the follow-up of the Equal Opportunities Programme, as well as before revision, and submitted to the Vice-Chancellor. The next follow-up is April 2018. The Equal Opportunities Advisory Board will serve as the reference group in the analysis process.

The disciplinary domains, University Administration, University Library, Uppsala University Innovation, the Campus Management Organisation and Uppsala University Music and Museums will describe planned and implemented measures connected to the Action Plan for Equal Opportunities in their operational plans and annual reports.

The chair of each disciplinary domain/faculty board, the heads of departments, and every manager/equivalent and team leader at Uppsala University is responsible for the implementation of the University's continuous equal opportunities work and must continuously document how this work is performed in accordance with the requirements of the Discrimination Act. What should be included in the documentation is described in Appendix 2.

Appendices

Appendix 1. Example list of measures

Active equal opportunities measures for the period 1 January 2017—31 December 2017, Ref. XXX Proposals for active measures are drafted by the equal opportunities group: (names of group members) Proposal adopted xx-xx-2017 by Faculty Board/Department Board/Division Manager Revised and updated xx-xx-2017					1 (1)
	Measures (WHAT)	Responsible (WHO)	Performed by (DELEGATED TO)	Performed (WHEN)	Background/Comments/Follow-up
1.	Training in Uppsala University's guidelines for handling cases of harassment under the Discrimination Act.	Managers at all levels	Equal opportunities officer, equal opportunities groups at all levels plan a suitable time to go through the University's guidelines.	Annually	The objective is to ensure good knowledge about the University's guidelines for handling cases of harassment under the Discrimination Act.
2.	The faculty's recruitment group will complete training in recruitment on equal terms.	The dean/chair of the recruitment group	The recruitment group's administrative function contacts PA.	xx-xx-2017	Because the current recruitment group is replaced after one year, training is planned for the new recruitment group.
3	Review of premises, activities and information from an accessibility perspective.	Managers on all levels	Manager/officer/working group conducts the review.	Twice a year.	Plan to remedy any accessibility shortcomings in regard to premises, activities and information.
4	Documentation of implemented active measures in the annual report.	The chair of each disciplinary domain/faculty board, heads of departments, manager/equivalent and team leaders		30 November 2017	Prepared documentation is entered in the register.
5	Annual follow-up of implemented active measures	The chair of each disciplinary domain/faculty board, heads of departments, manager/equivalent and team leaders			Registered follow-ups are sent to the Planning Division and the results are taken into account in the following year's active measures.

Appendix 2. Documentation of the work with active measures in accordance with the Discrimination Act

The documentation must contain:

1. an account of all parts of preventative and promotive work in the areas specified in 4.1.
2. an account of planned and implemented measures concerning:
 - guidelines and procedures that prevent harassment, sexual harassment and reprisals and
 - measures, education and skills enhancement to promote an even gender distribution at the workplace and in leading positions.
3. an account of the results of the salary survey and analysis of whether differences in pay are directly or indirectly related to gender.
4. an account of salary adjustments and other measures necessary to remedy differences in pay directly or indirectly related to gender.
5. a cost calculation and schedule based on the goal of implementing necessary salary adjustments as soon as possible and within three years at the most.
6. an account and evaluation of how the previous year's planned measures have been implemented.
7. an account of how the cooperation obligation has been met.